

THE CANDY MANUFACTURER

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Vol. III

MARCH, 1923

No. 3



Sales Managers Number



Pass The Candy Manufacturer around

After reading forward to:

<small>Superintendent</small>	<small>Clerk</small>
<small>Purchasing Dept.</small>	<small>Return to</small>
<small>Sales Manager</small>	

Read wherever good candy is MADE



DELFT

The World's Best Food Gelatine

HAROLD A. SINCLAIR, 160 Broadway, NEW YORK

"Price is a relative term—Quality always a concrete fact"

DISTRIBUTORS:

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40 Court St., Boston, Mass.

H. A. JOHNSON CO.
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570 Folsom St., San Francisco, Cal.

CALIFORNIA FOOD PRODUCTS
COMPANY
949 E. Second St., Los Angeles, Cal.

W. P. DOWNEY
68 Grey Nun St., Montreal, Can.

STOCKS
EVERYWHERE

Is Your Gelatine Guaranteed?

Delft Gelatine is guaranteed to be free from liquefying and harmful bacteria when delivered, and an analysis is given with each delivery.

Delft users not only get the highest quality in their product, but effect a money-saving as well.

Delft reputation is founded on:

1. Highest Purity.
2. Exceptional Strength.
3. Constant Uniformity.

Ask any Food Control Official what he thinks of Delft.

Let us send you prices and samples.

Harold A. Sinclair

Members: National Confectioners' Association, Midland Club, Chicago Association of Commerce.

THE CANDY MANUFACTURER

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A Specialized Technical and Commercial Magazine for Confectionery Superintendents, Purchasing Agents and Executives

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THE CANDY MANUFACTURER PUBLISHING COMPANY, Inc.

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POLICY

THE CANDY MANUFACTURER, being a specialized publication for manufacturing confectioners exclusively, is edited in the interest of the executive, the purchasing, production and sales departments, and provides a medium for the free and frank discussion of manufacturing policies and problems, methods and materials.

The same corresponding policy applies to the advertising pages which are available only to the supply manufacturers for the advertising of products which are used by the manufacturing confectioner—machinery, raw materials and factory supplies, etc.

The Candy Manufacturer believes in

A Technical Candy School with resident and extension courses for factory superintendents and journeymen candy makers.

Pure Food Legislation which enforces a quality standard for confectionery.

Rigid Inspection of candy factories to enforce sanitation and working conditions necessary for the production of a pure food product.

Maximum Production from each production unit of a candy factory and a clearing house of production records.

Uniform Method of cost finding and accounting.

An Annual Exposition of Confectioners' Supplies and equipment under direction of (not merely endorsed by) The National Confectioners' Association.



**A Practically Sterile
Marshmallow Gelatine**

*Write us for complete information
and samples*

To Gelatine Buyers:

ON request we will send with each shipment of **Crystal Marshmallow Gelatine** a certificate of analysis made by a disinterested Bio-Chemical Laboratory giving results of their tests on the following kinds of bacteria:

1. Bacteria [per gram].
2. Liquifying Bacteria.
3. Lactose Fermenting Organisms.
4. Dextrose Fermenting Organisms.

*Let us send you a sample
of Crystal Gelatine*

CRYSTAL GELATINE COMPANY

121 BEVERLY STREET

BOSTON, MASS.

Branch Stores:

New York
14 Ferry Street

Philadelphia
418 Arch Street

Chicago
3630 Iron Street

St. Louis
408 Elm Street

San Francisco
Fairfax Avenue and Rankin Street

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The Candy Manufacturer's Approved Advertising of Confectioners' Machinery and Supplies

and Miscellaneous Advertising Directed to
Manufacturing Confectioners'

POLICY: THE CANDY MANUFACTURER is essentially a manufacturers' publication and therefore is a logical advertising medium only for confectioners' supplies and equipment. The advertising pages of THE CANDY MANUFACTURER are open only for messages regarding reputable products or propositions of which the manufacturers of confectionery and chocolate are logical buyers.

This policy **EXCLUDES** advertising directed to the distributors of confectionery, the soda fountain and ice cream trade. The advertisements in THE CANDY MANUFACTURER are presented herewith with our recommendation. The machinery equipment and supplies advertised in this magazine, to the best of our knowledge, possess merit worthy of your careful consideration.

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Essential Oils, Fruit Flavor Bases, Cumarin and Vanillin

Seasonable Offerings:

Oil Peppermint, Guaranteed Absolutely Pure and of Finest Flavor

**Oil Lemon and Sweet Orange, F. B., Handpressed
of Unexcelled Quality**

Hard Candy Flavors

APPLE
BANANA
BLACKBERRY
CHERRY (with Pit Flavor)
CHERRY (without Pit Flavor)
CHERRY, Wild
CURRANT, Black

CURRANT, Red
GOOSEBERRY
GRAPE
HONEY
LOGANBERRY
PEACH
PEAR

PINEAPPLE
RASPBERRY
ROSE
STRAWBERRY
STRAWBERRY, Preserved
VIOLET

THE reception accorded to this new group, which we placed on the market only a short time ago, has been gratifying and supports all we claim for them. These flavors are of the highest concentration, have the delicious aroma of the fruit itself and have been manufactured with a special view to permanence and TO WITHSTAND CONSIDERABLE HEAT. In addition to the large

amount of natural extractive matter from the fruits present, the Flavors contain sufficient Ethers, Esters, Vegetable Tinctures, etc., to provide the necessary strength and impart the special characteristics necessary and claimed for this group.

For all other kinds of confectionery, particularly cream work, the following groups have been successfully employed:

TRUE FRUIT AROMA ESSENCES

Extra Concentrated

which represent nothing but the extractive matter of SOUND, RIPE FRUIT; and our

FRITZBRO-AROMES

which are the IDEAL FLAVORS OF HIGHEST CONCENTRATION, based on Fruit Extractions and fortified with other harmless ingredients to accentuate the SPECIAL CHARACTERISTICS of the respective fruit.

With these lines, you can solve ANY PROBLEM of flavoring candies, of whatever kind they may be. Samples and further details will be cheerfully furnished upon application.

Fritzsche Brothers, Inc., New York

Chicago Branch: 33-35 West Kinzie Street

SENNEFF-HERR Candy Maker's Specialties are of "Sterling" Quality

May we send your Superintendent our
tested formulas for

EASTER EGG CENTERS

and many other staple candies

with full directions in detail for handling
the material?

Senneff-Herr Specialties take the guess out
of candy making. Let us at least submit
a suggestion on the production and han-
dling of your cream work and let us help
you solve your manufacturing problems.

Senneff-Herr's Big Three:

Egg O Creme

A soft, snowy white, velvety, starch cast
center cream, that ripens readily and holds
moisture indefinitely.

X-L Cream Caramel Paste

Contains a large percentage of real, pure,
sweet, rich cream, giving it a wonderful
creamy flavor.

Nougat Whip

The product that is unequaled in making
light, fluffy, Hand Roll Centers, Nougat
Bars, etc.

Prices on complete line of
Sterling Products on request



SENNEFF-HERR COMPANY, Sterling, Ill.
You may send a copy of your Candy Maker's Guide—
without obligation.

Name _____
Per _____
Address _____

Just pin this Coupon to
your letterhead.

Chocolates are only as good as their Coatings

It's the **coating** that counts in candy-making.

The **coating** is the first thing the candy lover sees and tastes of your chocolates.

The **COATING** makes or breaks you with your public.

Runkels are making the coatings for leading quality brands. Runkels are ready to submit samples and prices without obligating you to buy.

Write

Runkel Brothers, Inc.

Manufacturers of

"The Cocoa with that Chocolatey Taste"

451 West 30th Street

NEW YORK

CHICAGO

PHILADELPHIA

Flavor Value

Value is not composed of a single element; mathematically speaking, it is a function of both price and quality; it can only be computed on the basis of price paid and quality received.

The wise buyer of flavoring ingredients confines his purchases rigidly to sources of supply which guarantee him the maximum return in value, the most economical co-ordination of price and quality.

Flavoring materials recommended by the House of Ungerer meet this requirement to the complete satisfaction of the most exacting purchaser.

We urge exhaustive test of our

OZONE-VANILLIN

OIL PEPPERMINT

OIL WINTERGREEN

OIL ORANGE ITALIAN

OIL ORANGE WEST INDIAN

OIL LEMON SUPERFINE

SIMILE FRUIT ESSENCES

NATURAL FRUIT FLAVORS

CONFECTIONERS' FLORAL FLAVORS

"Our Quality Is Always Higher Than Our Price"

UNGERER & CO., New York

124 West Nineteenth Street

CHICAGO
189 No. Clark Street

PARIS, FRANCE
11 Rue Vezelay

Quality

can't be imitated



It is the **one** thing for which there is no substitute.

Real Quality and No-Where-Near Quality Candies, Cakes and Confections may possibly be made, at first glance, to look alike.

But there the similarity ends. The taste, the flavor, the texture, the **keeping fresh** properties of Real Quality cannot be imitated.

That's why the Makers of Quality Products depend upon

Nucoa Butter

—the hard butter that has maintained Quality for more than a quarter of a century—for caramels, taffies, nougats, chewing candies of all kinds.

And that's why manufacturers are coming to depend upon it more and more for a satiny smooth finish, and a tempting gloss—that **can't be imitated** skillfully enough even to deceive the eye.

For Quality that sells the eye, delights the palate and that is lasting from kettle to consumer, order Nucoa today or send for samples.

Nucoa Butter is just **one** of the famous Nucoa Products that stand for Quality the country over. Put all the Nucoa Products on your list.

NUCOLINE, a soft butter, insures those salted nuts that don't turn rancid—orders for them repeat like a Colt automatic. Just right for pop-corn goods and slab dressing.

PLASTIC NUCOLINE, as a filler for those delicate "spun-gold" wafers with the ice-creamy filling.

KANDEX—that solves your every caramel problem—ensures firm, stand-up caramels however hot the weather.

THE NUCOA BUTTER COMPANY

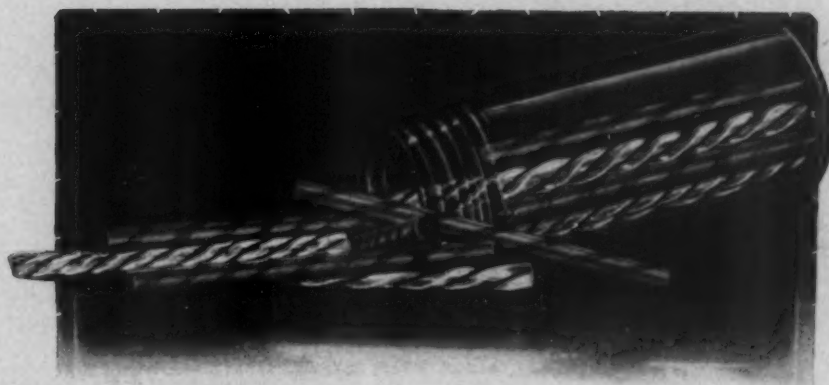
Refinery Sales Department

NUCOA BUILDING, 4th Avenue at 23d Street, New York City

Complete warehouse stocks maintained at principal distributing centers



Nulomoline for Better Candy



HARD CANDY

NULOMOLINE acts as a *doctor*, insures less *sweating*, less *graining*, better gloss, and easier *spinning*. No cream of tartar or acids need be used.

NULOMOLINE is used advantageously in goods cooked by open fire, vacuum pan, continuous cooker, or any other system of cooking hard candy.

*Nulomoline makes
Candies that keep.*
P.S.

The Nulomoline Company
New York :: Chicago :: Boston

This advertisement is
one of a series. Next
month—Marshmallow

HARD CANDY

THE mark of merit in candy making is always given to the candy maker who can make good hard candy. For frequently this type of candy is made by one man from start to finish. The man who can produce good hard candy is indeed a master candy maker. The fact that the goods are often shipped within a few hours after they are made, makes it absolutely essential that the candy maker know what he is going to produce.

Our Service Department has made a special study of hard candy, under a wide variety of conditions. We have many hard candy formulas, including the making of hard goods on open fire, vacuum pan work, continuous cooker, high pressure non-vacuum continuous cooker, and also the semi-vacuum cooker. Tell us how you prefer to cook your hard goods. It will help us to cooperate intelligently if you give the working pressure of the steam, the speed of your furnace, the size batches made, the grade or class of goods desired. We can then send you a sound working basis for making reliable hard goods. Our formulas will help you to minimize the dangers of graining, sweating and lack of gloss on your satin-finish goods.

The candy that you admired so much the other day for its texture and gloss was no doubt made by one of our formulas.

The coupon is for your convenience.

All formulas and information sent without obligation

M-3 Service Dept. THE NULOMOLINE CO., 109-111 Wall Street, New York, N. Y.

*Please send me your formulas for
(Check those desired)*

Nougat	<input type="checkbox"/>	Cast Creams	<input type="checkbox"/>	Name _____
Caramels	<input type="checkbox"/>	Hand Rolled Creams	<input type="checkbox"/>	Position _____
Fudge	<input type="checkbox"/>	Hard Candy	<input type="checkbox"/>	Firm _____
Marshmallow	<input type="checkbox"/>	Coconut Work	<input type="checkbox"/>	Street and No. _____
Jellies	<input type="checkbox"/>	Bon-Bons	<input type="checkbox"/>	City and State _____

“Not Hard to Take”

Are you prepared to get your share of the increased volume of business available this year with products of exceptional quality?

One sure way to better your marshmallow pieces is to adopt UCOPCO Pure Food Gelatine.

UCOPCO is a certain volume producer—a flavor and moisture retainer—and will give you the meaty, tender marshmallow that will assure popularity and demand for your brand.

Don't overlook this sure bet.

Any of the offices listed below can supply you with samples and further money-making information.

United Chemical & Organic Products Co.
 Home Offices: 4200 S. Marshfield Avenue, Chicago

Branches:
 New York City New Orleans San Francisco
 Milwaukee Detroit

Ucopco Pure Food Gelatine

Ucopco Pure Food Gelatine

ATLANTIC

—the super-clarified

GELATINE



*"Purest and Best—
It Stands the Test"*

THE superior clarity and purity of Atlantic has not been attained through chance. Beginning with raw materials finer than those ordinarily entering into the manufacture of gelatine, we have upheld this standard without deviation.

Yet, realizing that fine raw material alone will not insure the finest finished product, we set out, more than two years ago, to achieve what is now an accomplished fact—a gelatine so good—so pure—so clear—so uniform in quality, that only the word "super-clarified" can properly describe it.

Pure Food Legislation Cannot Stop Atlantic

The high, uniform quality of Atlantic is to your advantage. There is no need to adjust your selection and shipment of gelatine, owing to pure food legislation. Atlantic passes the pure food requirements of any state in the Union—not even excepting Pennsylvania and North Dakota.

ATLANTIC GELATINE COMPANY
Woburn, Mass.

Make Us Prove Its Merits

We Offer a Free Trial

We know that, grade for grade, Atlantic, the super-clarified gelatine, costs less and accomplishes more than other makes of gelatine. But—if there's any risk in proving this to your own satisfaction, we want to assume that risk.

Send today for a barrel of Atlantic Gelatine. Use five, ten, or even fifteen pounds. If, after a fair test, you decide that Atlantic isn't all we claim, send back the unused portion and we'll pay the freight both ways.

Write Home Office
or one of the following branches
if nearer

Branches

NEW YORK CITY

1081 Woolworth Building

CHICAGO

Suite 510, 118 North La Salle Street

BIRDSEYE VIEW
MAIN OFFICE and WORKS

ASH GROVE, HACKNEY,
LONDON. E. 8.

Factories at
Hackney, London Messina, Sicily
England Italy
Mitchem, Surrey Grasse, France

Offices and Warehouses
New York, Chicago, Montreal,
Toronto, Paris

We would like to send you working samples of

FRUIT FLAVORS

The following are specially worthy of your consideration:

BUTTER,
CHERRY
WILD CHERRY
HONEY
MAPLE
MARASCHINO
PEACH
PINEAPPLE
RASPBERRY
ROMAN PUNCH

Have you seen our CONFECTIONERS' ORANGE PASTE
made from ripe Californian oranges?

An ideal flavor for cream centers, etc.

W. J. BUSH & COMPANY, Inc.

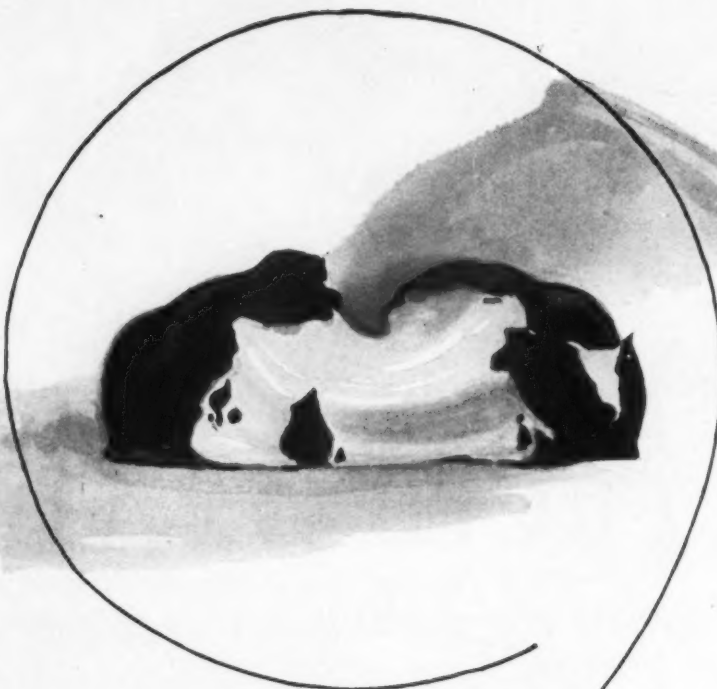
370 Seventh Avenue, NEW YORK CITY, N. Y.

54 W. Lake Street, CHICAGO

70 Kilby Street, BOSTON

Manufacturers of Fruit Flavors, Food Colors and Distillers of Essential Oils.

TO remind you constantly that we have the products and the perfected methods for better candy-making—that is the purpose of White-Stokes advertising.



SUPERINTENDENTS are alert for a *soft flowing cream center* which will cut cost without sacrificing quality.

Mellowit, used the White-Stokes way, definitely:

Costs less than cream fondant.

Reduces waste from machine action.

Guarantees against centers drying and crumbling.

Doubles starch equipment capacity.

It has many other advantages.

Formula for Mellowit Cream Centers

100 lbs. sugar, 30 lbs. corn syrup, with water to dissolve, cooked to 242°. Cream it up, as usual, and let ripen for 24 hours. Now cook a bob of 24 lbs. sugar, 4 lbs. of corn syrup, and one ounce of cream of tartar, to 239°. Take 60 lbs. of Fondant and 30 lbs. of Mellowit, and place in a remelt kettle and remelt together. Add the bob to the remelted fondant and Mellowit and stir through. Now take two ounces of standard strength vanilla, and dissolve in same one large heaping teaspoonful of cream of tartar. Add this to the batch, and heat to 140° and cast.

Manufactured exclusively by

WHITE-STOKES COMPANY, INC.

3615-23 Jasper Place
CHICAGO

253 Thirty-sixth Street
BROOKLYN

White-Stokes

Mellowit

Albumen?

Yes, certainly, we sell it in both Crystal and Powdered form. Made from fresh eggs.

Sweet and pure—excellent beating quality.

By importing it direct, we save our customers money.

Next time you need albumen, write to headquarters:

STEIN, HALL & CO., Inc.

61 Broadway
NEW YORK

STEIN-HALL MFG. CO.

2841 So. Ashland Ave.
CHICAGO

Also serving the candy
manufacturer with

Confectioners' Moulding
and Thin Boiling Starches

Ceylon Desiccated Cocoanut

Confectioners' Flour No. 10

Caramel "L" Preparation

Domestic Rice Flour

Quality and Service Since 1866



IDEAL CHOCOLATE Coatings & Liquors

It has become a habit with a growing group of big candy makers to specify Ideal Coatings for their finest numbers. They base this habit on four Ideal Coating standards:

Uniformity
Rich appearance
Delicious flavor
Easy manipulation

One trial of any Ideal Coating or Liquor will convince you of the truth in our slogan

"Ideal Once—Ideal Always!"

IDEAL COCOA & CHOCOLATE CO.

39 PARK PLACE, NEW YORK
MILLS, LITITZ, PENN.
BOSTON • CHICAGO

THE FOUNDATION MUST BE RIGHT



THE EFFORTS of a lifetime spent in perfecting a product may be lost in a few weeks by an indiscreet "saving" on raw material.

¶ One bad batch, widely distributed, may mean a setback of years, and even a slight lack of uniformity will militate against the success of any product.

¶ The raw materials are the foundation stones, and they must be right—otherwise uniformity is impossible.

¶ VANILLIN is the very corner-stone of your Extract or Confection. You, therefore, cannot afford to be indifferent about the quality of this important flavor.

¶ VANILLIN-Monsanto is right—always right—for the purity standard (higher than that required by the United States Pharmacopoeia) adopted by us years ago, is rigidly maintained.

¶ Build with pure white VANILLIN-Monsanto and your product will stand on a firm foundation.



Monsanto Chemical Works
St. Louis, U.S.A.

Manufacturers of
VANILLIN-Monsanto (the pure white Vanillin)
and
COUMARIN-Monsanto (the original American Coumarin)

Stocks are carried in St. Louis, New York, Chicago, Minneapolis and San Francisco



A Chocolate Factory
devoted to the
exclusive manufacture of
High Grade Chocolate
Coatings and Liquors

*Samples and Prices
sent on request*

FORTUNE PRODUCTS CO.
416-22 South Desplaines Street
CHICAGO



A Definition of the Word "*Tact*"

"To say the right thing, to the right person, in the right place, at the right time".

A RULE FOR SUCCESS IN CANDY MAKING

"Use the right sugar, in the right way, in the right place, at the right time."

We know exactly what kind of sugar to use to get the results the confectioner wishes with each different kind of candy, and if you will write us, we will gladly give you this information and we will also give you the scientific reasons.

The Franklin Sugar Refining Company

PHILADELPHIA, PA.

"A Franklin Cane Sugar for every use"

Granulated, Dainty Lumps,
Powdered, Confectioners, Brown,
Golden Syrup

PETER'S New Coatings

We have perfected during 1922 and added to our line of chocolate Coatings and Liquors several splendid Vanilla coatings. Also two full cream Milks of the Peter type and three distinctive chocolate Liquors.

You will certainly be well repaid by an investigation of these new pieces which are as follows:

VANILLA SWEET CHOCOLATE COATINGS

(Graded from No. 1, very low in price, to No. 8, the most superb Vanilla in America)

Samson (1)	Excelsis (5)
La Scala (2)	Marabello (6)
Cosmopolitan (3)	Super X (7)
Paramount (4)	Super XX (8)

FULL CREAM MILK CHOCOLATE COATINGS

Delecta Orkney

PLAIN CHOCOLATE LIQUORS

Reliance Caracas
Black Beauty

SAMPLES AND PRICE UPON REQUEST



Peter Cailler Kohler Swiss Chocolates Co.

Incorporated

131 HUDSON STREET
NEW YORK, N. Y.

Factories:

Fulton, New York, U. S. A.	Pontatier, France.
Orbe, Switzerland.	Hayes, England.
Broc, Switzerland.	London, England.



Something Better in Colors and Flavors

ATLAS Brand" Colors and Flavors offer to the Confectioner the strongest and most brilliant colors and the most delicate and delightful flavors. In fact their unusually high quality has made them the standard for many of the country's leading candy manufacturers.

"Atlas Brand" Colors

All Shades

Certified Combination Colors

Certified Primary Colors

Certified Paste Colors

Vegetable Dry Colors

Vegetable Paste Colors

Atlas Carmine No. 40

Send in this coupon, or write us about your color and flavor problems.

H. Kohnstamm & Co.,
11 East Illinois St., Chicago

You may send us your price list and special information on following colors:

Also the following flavors:

Name _____
Per _____
Address _____

"Atlas Brand" Flavors and Extracts

Genuine True Fruit Flavors

Imitation Fruit Flavors

Conc. Imitation Fruit Flavors

Pure Vanilla Extracts

Imitation Vanilla Flavors

Maple Flavors

*"First Producers of
Certified Food Colors"*

H. KOHNSTAMM & CO., Inc.

NEW YORK
83-93 Park Place

Established 1851

CHICAGO
11-13 E. Illinois Street

Mother's Day Another Big Candy Season



by V. L. Price

Director of Publicity, National Confectioners' Association

THERE is a big possibility waiting for those who sell candy for a sales increase on Mother's Day. This day can be made almost as important for you and your retailers as a candy selling season as Christmas and Easter, if you use the proper aggressive methods.

In 1922 a retailer who handled a well known nationally advertised brand of candies had not been provided with any special window advertising matter to suggest the purchase of the candy on Mother's Day. Another retailer a block away was handling a local line of package goods and had been furnished with the association's Mother's Day window poster. A check-up of sales after Mother's Day showed the retailer handling the local line had sold out, while the other retailer had had only an ordinary day's business.

Every florist in the town had done a big day's business, because Mother's Day, through the co-operative advertising of the florists, meant a day upon which mother was to be remembered with flowers.

We have here a day in memory and appreciation of mother, which appreciation by custom is evidenced in giving. The occasion for giving has been created, the desire to give is alive and the power of suggestion can under such conditions create very positive results. By means of advertising, the suggestion that candy be given to mother will bring big results, but if not suggested there will be no results, as many cases like the above state have proven.

The association's Mother's Day window poster will provide you with the means of suggestion. Get one of these posters from your jobber or manufacturer.

Here is what one retailer said to us before Mother's Day: "The florists are doing a big business on Mother's Day, but we retailers in other lines ought to have some of it. Candy can be made to be a big seller on Mother's Day, with the help of the Mother's Day window pos-

ters are giving us through distribution of the National Confectioners' Association Publicity Department."

This Testimony Is Typical

And here is what another retailer said to us after he had been provided with a Mother's Day poster and had tried the plan of featuring candy for Mother's Day:

"Until this year I never featured candy on Mother's Day and found that I had certainly been overlooking a big bet. I never dreamed of the business that could be done in candy on Mother's Day. I put up the Mother's Day window poster and put in a window display and I quickly sold out all the new candy which I had on hand and cleaned up practically all my old stock, and you can rest assured that next year I will do much bigger business, because I'm going to feature Mother's Day stronger than ever."

The candy dealers of the country can have just as good business and cash in on the possibilities of Mother's Day, if they will do as the retailer did above. So be sure your trade are supplied with the Mother's Day candy slogan posters which are prepared by the National Confectioners' Association, Publicity Department, 208 N. Broadway, St. Louis, Mo.

We all want to get together and build the holiday idea. The public are responding to the suggestion of other industries and they'll do it on candy. The florist's didn't originate Mother's Day—they saw it's opportunities and with their slogan, "Say It With Flowers," made it next to Easter and Christmas, the biggest day in the year. "Remember—Everybody Likes Candy" has the same possibilities if we'll all pull together and do team work the way the florists did.

Get your jobber and dealers lined up with bigger business ammunition and they will help make 1923 Mother's Day another high water mark in candy sales.



Boosting Bulk Candy Sales

By the Unit Purchase Price Plan

THE Midland Club has devoted much time and energy the past six months in working out a practical application of the Unit Purchase Price Plan to the merchandising of bulk candy, with very satisfactory results. A million price cards on the order of the two reproduced below have been distributed to the members and supplied to their retail dealers. These price cards combine the national slogan with the unit purchase price, the price and weight combination ranging from "1 ounce 5 cents" to "4 ounces 5 cents" and from "2 ounces 10 cents" to "6 ounces 10 cents," the unit price on all cards being 5 and 10 cents, respectively.

The purpose of these cards obviously is to make it easy for the consumer after being attracted to a display of candy, to act on that buying impulse and buy five or ten cent's worth at least; the price cards invite the small purchase, so a person would not have the hesitancy in asking for a five or ten cent bag of candy that he would have if the candy was priced at so much a pound. When candy is quoted at the price per pound, the prospective purchaser is apt to interpret it to mean that the seller expects to sell the candy in pounds.

Many a small sale is lost, sales which run into big volume at a better profit, because the small unit of purchase is not encouraged and especially invited.

The 5 and 10 cent stores and the various chain retail stores have demonstrated the practicability of developing bulk candy business by inviting the small unit of sale. The best merchandising brains of the country have put this plan to work and it is building profits every day for the larger retail corporations and drug syndicates.

Now let us consider the difference in applying the plan as adopted by the Home Drug Company of Chicago, for instance. The illustration at top of opposite page shows a tray of chocolate almonds as it appeared in a recent window display. Notice the price card says, "Trial Bag, 10 cents." No mention is ever made of so many ounces for 10 cents. The value to be given is visualized by the trial bag itself, which is part of the display. A very interesting analysis may be made of the relative merits of these two ways of applying the unit purchase plan.

The trial bag plan has perhaps all the advantages of the plan of stating how many ounces are given for five or ten cents and has the additional advantage of suggesting in a subtle way a larger purchase. The card seems to say subconsciously, "Try 10 cents worth, if you like it take home a half pound or a pound." Mr. Jones, manager of Home Drug Co., states that by far the greater volume of bulk candy is sold in 10 cent trial bags and that after a display



The Midland Club Unit Purchase Price Cards which combine the National Slogan "Remember, Everybody Likes Candy" and the retail sales unit price of 5 and 10 cents—various weights indicate values given.



Illustration, Courtesy of Home Drug Company, Chicago

Another way of applying the Unit Purchase Price Plan of merchandising candy

has been in a window for a few days, then the half-pound and pound purchases start.

A quantity of "Trial Bags" are already put up and form a part of the inside counter display, which ties up the inside display with the window where the trial bag is seen first accompanying the price card. This is an important factor in the success of the plan; the trial bag price card without one of the trial bags does not have the sales pulling or suggestive power of a display where the price and an actual sample of the purchase can be seen together. It is then so easy for the consumer to walk in and ask for a trial or ten cent bag, especially so when after entering the store he sees the bags all put up where he can pick one up himself.

This is real honest-to-goodness candy merchandising; a plan which would soon make a very appreciable difference in the tonnage of the industry if every candy salesman would install it with the candy dealers. Some live manufacturers will supply their retail dealers with neat cards reading, for example, "Trial Bag of Jones' Chocolates 10 cents," or what would be better say, "Trial Bag of Jones' Maple Nut Creams 10 cents"; a series of small display cards stating specifically what the candy is. The name of the candy itself has selling value, and then the customer can call for it by its proper name. As *Printer's Ink* says, "There's nothing like Old Man Specific to put the finishing touches to a selling story."

Candy Values

"What has become of the candy buyer who demands quality and expects to pay a price consistent with value received? Some well known pieces of heretofore recognized standard have become distorted beyond recognition by a competitive situation which is absolutely destructive to the industry because this fight for competitive advantage is producing merchandise which in many instances is unworthy of the name—confectionery which is hardly edible not to mention palatable."

Such is the gist of some recent interviews with our subscribers. "Take filled goods, for instance," continued one manufacturer, "there was a time when filled goods to a candy buyer meant a real quality piece of goods well flavored and with a respectable percentage of fill-

ing. Now, filled goods may mean anything from a quality "paper shell" piece with genuine fruit filling to an almost solid piece of hard candy, a semi-savory combination of the Lord-only-knows-what with a colored center to suggest a filling synthetically flavored and masqueraded as filled candy at a "remarkable price—a bargain extraordinary—the sensation of the season," etc., ad infinitum, ad nauseum! Some of these "remarkable values" have just a streak of filling, just enough to justify in a small measure at least their right to the adjective "filled" and disbar the manufacturer from the Ananias Club.

What's the answer? What are we doing and what can be done to establish quality standards and definitions for confectionery?



Co-ordinating Sales and Production



The third article of an extensive series on

Candy Factory Management Methods, Factory Practices, Material Handling, Labor Management, Etc.

Based on a special investigation of manufacturing problems in the candy industry.

by **Ralph G. Wells**

*Member Committee on Industrial and Commercial Planning, Boston Chamber of Commerce.
Member of Faculty, Boston University—College of Business Administration.
Formerly President National Association of Employment Managers.*

Exclusively for The Candy Manufacturer

EVERY candy manufacturer appreciates the importance of laying out in advance a general manufacturing and sales program which will give a well-balanced production schedule and at the same time increase the volume and profits of the company's business. The growth of the industry and the increase of competition has resulted in the adoption of more scientific methods, not only in the manufacture of candy, but also in the preparation and execution of plans for the successful conduct of the business. This has been carried to such an extent that many of the more successful concerns are now planning their yearly manufacturing, sales, and financial program with as much care as a military leader displays in laying out the strategy and tactics of his campaign. These plans are made only after a careful study of all the factors involved. In some plants this responsibility devolves on one man, but in others a merchandising committee, consisting of one of the chief executives of the company and the heads of the production, sales, and financial departments exercises this function.

In order that this work may be carried forward consistently, provisions are made for collecting and analyzing such data and information as are needed in making an accurate estimate of the company's future business. Necessarily, much of it is secured through the sales department because the sales force, through continuous contact with the trade, is in an excellent position to judge the trend of both trade and business conditions.

Data for Determining Sales Policy and Program

AMONG the data collected by the sales department for this purpose are the following:

(a) Volume of each class of goods sold, analyzed by territories and the classes of customers to which these were sold; net profits of each class of product; and the selling cost in each territory.

(b) An estimate of the amount of candy sold by the various classes of dealers in each territory, and the kinds selling best in each locality. Such information is helpful in forecasting the sales' potentiality of any class of goods in the territories covered.

(c) Salesmen's reports of trade tendencies and business conditions, including information regarding strikes, crop failures, and other factors that may affect candy consumption.

(d) Range of prices and any general information which will aid in anticipating customer demand.

(e) Information regarding new kinds of candy put on the market by competitors and the desirability of the company's bringing out new varieties.

(f) Data that show the kinds of candy which sell best during different seasons of the year in each territory.

Determining the Sales Estimates and Quotas

While the foregoing list may seem somewhat formidable, much of this data is already compiled by many firms. Some of it is collected

Mr. Wells' series will include the following subjects:

1. Management Problems and Control Methods in the Candy Industry.
2. Manufacturing Standards, Production Programs, Co-ordinating Sales and Production.
3. Production Control, Schedules, Routing, Dispatching.
4. Material Control, Purchasing, Stores Keeping, Care and Handling.
5. Plant Location, Layout, Arrangement, Machinery and Equipment, Power Problems.
6. Selecting the Best Methods, Job, Time and Motion Study.
7. Financial Problems, Budgets, Cost Control.
8. Waste Elimination, Maintaining Production Standards, Quality, Time and Cost.
9. The Management Organization, Departmental Functions, Co-operation and Co-ordination.
10. Labor Planning, Policies and Practices.
11. Labor Management, Relations with Employees, Maintaining an Effective Working Force.
12. Looking Ahead, Sales and Business Forecasts, Experimental and Research Work, The Annual Overhauling.

more or less unconsciously by any live sales force. By merely organizing this data and providing definite means of compilation it can easily be made available when needed.

As the time approaches for the preparation of the yearly schedule, the sales department builds up and estimates the quantities of each class of goods which it believes it can sell in various territories. Recommendations for dropping lines which are poor sellers and for the introduction of new varieties that are needed to meet competition, capture new trade, and hold the interest of customers are included in this report. The preparation of the schedule is facilitated by requiring each salesman to analyze conditions in his territory, and indicate the quantity of each class of goods he can sell to his customers. The sales manager goes over each man's report, making such alterations and changes as his judgment suggests. These reports are then combined into the general forecasts and recommendations for future business which the department submits.

Production Department Analyses Sales Schedule

Next, the production department studies the estimate prepared by the sales manager, translating it into a tentative production schedule. This tentative program is checked up with the productive capacity of the plant, and the production manager recommends such changes as will give a more evenly balanced manufacturing schedule, and utilize the productive capacity of the plant most profitably. If there is a marked difference between the estimate of the sales department and the volume of business required to keep the plant running on a profitable schedule throughout the year, the production manager and the sales manager should develop plans to provide reasonable volumes of production during dull periods.

The production department will, of course, know the productive capacity of the plant, the kinds of candies that can be made to the best advantage, and those that will show the largest manufacturing profit. Records of past production performance will indicate the volume of each kind of candy which has generally been made during various seasons and how far it is feasible to substitute one class of goods for

another in the production schedule without material increase of cost. Figures showing the plant storage capacity and the extent goods can be manufactured ahead of rush periods and stored for future shipment are needed.

The manufacturing department should also know the most economical quantities of various classes of goods to manufacture at a time, the best method of increasing the output during rush periods, and what volume of sales are required to warrant putting on extra help or working overtime. The additional cost of securing increased output in certain lines may easily wipe out the apparent profit. It is therefore desirable to establish volume limits, so that when sales have reached this limit no more orders for that class of goods will be taken unless enough more can be secured to warrant such an increase.

When the sales and production departments have gone as far as they can in the development of the schedule, the recommendations of each department are submitted either to the general manager or to the merchandise committee, as the case may be. The two reports are then considered very carefully in conference, differences harmonized, and a tentative program worked out which will give the maximum number of productive hours for the plant and those classes of candy which will sell to the best advantage.

The Financial Department Analyses the Sales and Production Program

The tentative program is then turned over to the financial department for study and analysis. With it goes a preliminary budget from each department affected, showing the probable amount of money that it will have to expend in order to carry through the program. An estimate of the probable weekly and monthly income, as indicated by the sales schedule, is drawn off, together with a list of probable weekly expenditures, including the amount of money that must be tied up in raw material and work in process and customers' accounts. The income estimate should take into consideration the fact that even after the goods are sold from thirty to sixty days will elapse before the income is received and available for application to expenditures.

The income from all sources each week is then balanced against the total expenditures as called for on the program to determine how much working capital must be tied up during each period, the extent to which banking loans will be necessary, and whether the company's financial resources are adequate. If the program should prove too extensive for the available working capital the various departments affected must revise their plans to keep within the limits set by the financial department.

Sometimes the treasurer may find that the program as laid out will not yield a large enough net profit and call for a more extensive sales campaign, or a careful study of cost factors to see whether they can be reduced.

The Master Schedule for the Year

BECAUSE of its great importance to the company, the process of preparing a Master Program for the company's activities is necessarily one which takes time and careful attention on the part of those responsible. In some plants preliminary work on the preparation of the program is begun months before the Master Schedule must be completed and given final approval. Ample time should be allowed, because frequently many problems arise which require experimental work in the laboratories or field investigations in the sales territories; and, as has been indicated above, when the plan seems to take definite form there is need of frequent conferences between executives of the different departments.

Finally, after all angles of the many problems have been studied, the various programs and schedules are worked out in detail and approved. This should be done two or three months before the beginning of the period for which the program is being made, in order that all departments may have an opportunity to work out their individual programs, based upon the new Master Plan, and order in such material, equipment, or supplies that may be needed.

When finally completed, the "Master Schedule" gives:

(a) Weekly and monthly sales quotas for each territory, indicating minimum quantities of each class of candy that must be sold in that territory.

(b) Weekly and monthly production schedules for each department, giving quantities of each kind that departments must be prepared to handle, with an estimate of the portion of the schedule that must be manufactured regularly and the reserve quantity, the manufacture of which is dependent on receipt of sales.

(c) Purchase requirements determined from the production schedule, indicating delivery dates and quantities which are definitely needed each month and additional amounts that the purchasing department should make plans for securing if the sales department maintains its quotas.

(d) Labor budget, indicating the minimum

number of employees each department will need to maintain its schedule, and the number of new employees that it will be necessary to put on during rush periods, so that the labor department can make its plans for securing and training new help as needed.

(e) Expense budget, giving itemized expense allowance for each department, which must not be exceeded without special permission.

(f) Financial program, indicating how finances for carrying through the program will be provided.

Without question one of the biggest problems in the candy industry is the proper co-ordination of sales, production, and finance. It is a difficult problem at the best and one which can be solved only by a careful analysis of all the factors entering into the problem. There is grave danger in allowing either the sales or the financial department to dominate the financial policies of the company. Neither can the business be successfully conducted if the manufacturing program is laid out without due consideration of the sales requirements or the financial needs of the company. The yearly program must be one which co-ordinates these three phases of the business in the right proportions.

There must be sufficient margin in the schedule to allow for increases during peak periods, and there should be some well-recognized means of adjusting the production and sales schedules at frequent intervals to conform to trade fluctuations, customers' demands, and actual orders. Although the program should be a fairly definite forecast of what the company is going to manufacture, it nevertheless anticipates the fact that actual market conditions and customers' demand will necessitate adjustments.

The Sales Quotas

AS a part of the machinery of administrative control, provisions must be made for translating the Master Schedule into definite weekly and monthly quotas and schedules, as indicated above, backed up by an effective system of reports which will enable the managing executive of the company to exercise the necessary control and see that each department carries through its part of the program in step with the other departments.

One of the most difficult portions of such a program to carry through is the sales quota. There is a tendency among salesmen to follow the lines of least resistance, taking orders instead of selling the company's products. Experience has shown that by well-planned sales campaigns sales can, as a general rule, be kept up to an established program with a surprising degree of certainty. Allowances must, of course, be made for the unusual sales resistance that is sometimes met, and the question may arise as to whether the cost of overcoming this sales resistance is worth while. Neverthe-

less, in laying out the program suggested it should be definitely understood that the sales department is to be held responsible for selling the quantity of goods called for on the schedule, just as much as the production department will be held responsible for producing them.

In working out sales quotas it is not necessary to specify anything more than that certain classes of goods are to be sold, leaving open later decision as to which particular varieties in the different classes are to be made. This gives the sales department a leeway in making sales, and still enables the production department to keep the same work force and equipment at work.

It is not so difficult to maintain a production schedule if the operating departments are effectively organized, because the factors with which these departments are dealing are much more tangible than the elements confronting the sales department. The control methods to be used in maintaining the production schedule will be discussed fully in another issue, as will also the questions of labor and finances.

It will be noted that the list of schedules mentioned above includes a list of purchase requirements. This is another important element in production control and will be considered in the article treating with that phase of the work. From the purchasing standpoint the preparation of a definite yearly program is of great assistance, as there are many products which, because of their seasonal nature, must be bought quite a while in advance. The ordering of boxes, box tops, wrappers, and other printed matter is also facilitated if the purchasing department has a schedule upon which to base its plans. While it is not wise from a financial standpoint to contract for material too far ahead, or lay in large supplies, the yearly program suggested above makes it possible to keep purchases and inventories down to a minimum.

The problem of keeping the factory on a fairly regular production schedule throughout the year is a difficult one. A serious handicap of the candy industry is the seasonal nature of the demand, which makes it impossible to maintain a uniform working force throughout the year. In other industries goods can be made long periods in advance, but in this business the solution lies in making such additional varieties as can be made with the same working force and equipment during dull seasons. The sales department should feel that this is one of its functions and co-operate fully on this point.

Concentrating Sales on Profitable Lines

THIS problem of co-ordinating the three principal divisions of the candy business includes a number of very interesting but at the same time exceedingly important questions.

One problem to be considered is the extent to which it is possible to eliminate unprofitable and slow-selling lines, so that the sales efforts may be concentrated on lines which will give a

larger and more profitable volume of business. The ultimate purpose of candy manufacturing is to turn raw materials into a product which can be sold at a profit, and a company should know exactly how much net profit each line yields. Certain candies may show large gross profits, but because of small volume and slow-selling characteristics the selling, carrying, and distributing cost render them comparatively unprofitable. While it is sometimes necessary to manufacture certain kinds to meet competition, these frequently can be dropped without serious loss.

A second question relates to the number of new styles and varieties that should be brought out. I have heard it recently said that in bulk goods it is seldom necessary to originate new varieties other than those which naturally develop as a result of the firm's efforts to improve its product. In package goods, however, his experience has been that one-third of the line must be retired each year and new designs and styles substituted. As a general rule these changes are in the box designs in the assortment rather than in the candies themselves.

There is sometimes a question as to whether new varieties really increase the volume of sales or merely result in changing a new dollar for an old one. One manufacturer states that during dull periods it is a waste of time and money to bring out new varieties. He is convinced that during periods of depression there is only about so much business to be secured in any case and that new packages merely take sales away from established lines.

Re Elimination of Excess Varieties

During prosperous seasons he believes that the situation is different, because when people had plenty of money in their pockets, new kinds of candies and new styles of packages would result in additional sales. The problem of new varieties is one of very great importance. There is a danger in making too many kinds of candy and splitting up the production schedule into such small lots that the margin of profit decreases. Nevertheless, selling begins with the creation and choice of kinds and varieties that will sell, the designing and selection of wrappers and packages that will facilitate the appeal to the customers' taste; and, while for production reasons it may be desirable to keep down the number of varieties, this limitation can be carried too far.

A certain manufacturer has been very successful in reducing the number of varieties made. The method used in changing over from the number of varieties to a few staple lines is illuminating. When he finally concluded that more profit would come from concentrating on a few lines, he picked out one item—for illustration: his caramels—and devoted considerable attention to perfecting that product, improving its quality and appearance so that his caramels were better than any others sold in the territory which he covered. By well-

thought-out sales methods he intrenched the line and built up a large demand for it. He was then in a position to cut off several varieties without reducing the volume of his business. Step by step he intrenched one line and then another, leaving out less profitable ones until he had reduced his line to some fourteen or fifteen items with larger gross sales and net profits than before. He has been careful, however, to retain those that would keep his plant busy the year around.

Relation of Every Employee to Sales Department

ANOTHER problem in co-ordination is that of making every employee in every department, regardless of the duties of the job, appreciate the fact that he is really a member of the sales department. For, in the last analysis, selling is the direct means of securing capital. To jeopardize sales is to court disaster. Each division of the business is essential to the success of the others. None can claim all of the credit, nor can any deny a share of the responsibility. The organization must be linked together by a comprehensive plan of manufacturing and sales which indicate clearly the objectives and the duties of each division. Co-ordination, co-operation, and harmony, plus far-sighted planning, efficient manufacturing, sound financing, and effective selling methods are necessary to produce a smooth-running organization that can win continuously and hold firmly each daily gain.

It is frequently said that the sales department makes customers, but the production department holds them. Certainly it is true that each department in the plant plays its part in the maintaining of the company's volume of business. The salesman must seek out new customers and secure their business; he must conduct himself so as to hold their good-will and their trade; he must offset the advances of competitors, and hold firmly the business which he gains. The production department plays its part by turning out attractive candies of uniform grade at a cost low enough to permit a selling price that will secure and hold the customers' trade. The shipping and distributing departments play their part in the handling of deliveries and making sure that goods reach the customer on time and in good, saleable condition. The office departments likewise play an important part in the way they handle relations with customers. Many good customers are lost by improper correspondence, lax office methods, or an irritating method of handling accounts, credits, and collections.

There is pressing need for educating the members of every department in appreciating the fact that their real task is to hold the customers' trade. In no other industry is the problem of marketing the product so complex; for, although dealing in an acknowledged necessity of definite food value, candy is, nevertheless, looked upon by the buying public as more or

less of a luxury. For this reason the chief appeal must be to the taste. The appearance of the product, the wrappers and packages in which it is sealed, have come to be as vital a factor in securing the trade as the quality and flavor of the candy itself; but unless the eating qualities are satisfying and up to the promise of the appearance, repeat business will be lost. Thus the candy manufacturer is continually confronted with the problem of arousing the customers' desire and then of satisfying the desire thus created.

Because the customer looks upon the article as a luxury rather than a necessity, there are definite price limitations which restrict the expense that can be put into the appearance and quality of the product.

The Market Survey

Inasmuch as there are so many variables in the candy business, it is all the more important that the manufacturer have definite knowledge of the markets to which he must appeal. Well-organized companies use various methods for keeping themselves in step with the customers' demand, and while a great deal of success in the candy business depends upon the bringing out of confections and packages that will capture new trade, nevertheless the likelihood of failure in this respect is reduced to a minimum when these new creations are built on definite knowledge and experience of what the public wants and will buy as determined by a market survey carefully and accurately prepared.

As we have already seen, it is better to have the business built on certain well-established lines which can be sold in ever increasing volume than to depend on that class of trade which is won over by every new variety that comes out and vacillates back and forth with every new change. Yet it is the very nature of the candy buyer that he cannot resist the appeal of a particularly alluring confection. It requires a fine sense of discrimination to steer the middle course between rigid adherence to the staple or well-established lines and the tendency to develop too many varieties and too many new kinds.

In studying the customer demand we should realize that it will necessarily vary from community to community, and even from neighborhood to neighborhood. Outlying sections sell one kind of candy; downtown stores another. Stores patronized by workers must carry a different class of goods from those located in fashionable neighborhoods or in the vicinity of hotels and theaters. The far-sighted executive as well as the expert salesman knows just how many stores of each character there are in each of the territories that he is covering. This information is important in developing a well-rounded schedule because when the production department says that it wants to put out a standard candy that will keep certain equipment busy, the sales department should know just where it can secure the largest and quick-

est market for commodities of that type. Such market studies should show not only the possible outlets for different kinds of candy, but also what competition must be met in that locality and the prices at which competitors are selling. The character of the competition should also be known.

As an illustration, one sales executive within the last three months found a thriving manufacturing community in which practically every store was being sold by one manufacturer who specialized in the cheaper grades of candy, and although this manufacturer was well entrenched, sold his goods at a close price, and canvassed the town actively, yet the sales executive found an undeveloped market for the higher grade of fancy candies, both in bulk and in packages. So far as could be determined, no other manufacturer of high grade confections was canvassing this trade. Thus it will be seen that active competition may not always be detrimental. Frequently there is more business to be secured in a locality where the trade has been educated to the buying of candy regularly.

We must know not only the character of the stores, but whether we can sell those stores direct through our own salesmen or whether better distribution will be secured through a jobber or wholesaler. It is always a question whether to distribute goods through a jobbing trade or direct to the customer. A decision on this point is largely a question of actual facts as to whether the jobber is so strongly entrenched that he can secure a better distribution than the house salesman. As a general rule it will be found that in territories distant from the factory a larger distribution can be secured at less expense through the jobber than through the house salesman. On the other hand, in nearby territories covered at comparatively little expense, it will be found that the house salesman will secure a larger volume of sales. The credit standing of the stores is another vital factor in this point, because as a general rule the manufacturer cannot afford to sell direct to firms who are slow in paying their bills. Better results will be secured by allowing the jobber to handle the small and doubtful accounts.

Record Net Profits From Sales

Sales should be judged by the profits they yield instead of by their volume. The usual

practice of keeping comparative records of the volume of sales is an excellent one for indicating the relative efficiency of the sales department, but from the standpoint of the ultimate success of the business, a comparison of net profits accruing from such sales is far more important.

It is one of the outstanding handicaps in the candy industry today that there are many manufacturers who do not know which of their lines are yielding their profit. Frequently selling prices are made by a manufacturer who does not know his cost, with the result that the market price on certain lines is upset, and while he secures a large volume of business, he does not make adequate profit, if any. It is also desirable to know the selling cost in each territory as an aid to determining how closely the territory should be worked or whether it should be handled through a jobber.

In keeping comparative records of sales it is better to express sales in the terms of quantities rather than in monetary values. This is because the fluctuating value of the dollar and the constant changes in the cost of raw materials make a comparison of selling prices from year to year unreliable.

It is generally conceded that there are too many manufacturers making and selling candy who do not know their costs and consequently sell at prices which upset the market without benefiting themselves. In fact they are the chief sufferers because they really lose money on such sales. The candy industry as a whole would be benefited by a uniform system of cost finding and a campaign of education on cost accounting, especially among the newer firms who have not yet had long enough experience to know just what their deferred costs are.

The purpose of this article has been to bring out the fact that there are many sales problems which are not confined to the sales department, that each department and each employee plays a part in the making of sales and the increasing of the companies' business, and that as the success of a plant depends on the profits made on the candy which it manufactures all effort should be concentrated on making and selling only those lines which will yield a profit to the company and lasting satisfaction to the dealer and the consumer.

NEXT MONTH:

Production, Control, Schedules, Routing, Dispatching, Etc.



Sales Record Forms

SEVERAL firms have developed forms for the recording of sales data, which will be of interest to other manufacturers. Four such forms are shown herewith.

One is the customer's record card, Fig. 1, the front of which contains space for specific information regarding the customer and his business. This is a visible record card, and the first series of numbers at the top can be checked

or flagged to indicate the classes of candies which the dealer handles. The second group of numbers is checked to indicate the kind of store. On the reverse side, Fig. 2, the columns are arranged to permit an analysis of the monthly business done with each customer. The columns may be subdivided, as illustrated in the chocolate and hard candy columns, if a finer analysis of the goods is desired.

Fig. 1. Customer's Record Card

FIRM		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	1	2	3	4	5	6	7	8	9	10
Address		CREDIT LIMITS										TERMS														
Phone No																										
BUYER		Bank																								
Address		Size of Stock																								
		Shipping Instructions																								
Goods Used		Remarks																								
		Type of Store																								
Other Lines		Retail										Jobber					Wholesaler									
		Territory Covered																								
		Class of Customers																								
		TOTAL CANDY SALES PER YEAR																								
Preferences		YEAR										SALES SUMMARY														
Sales Aids																										
Remarks																										

Fig. 2. Reverse Side of Customer's Record Card

[illegible]

The second form, Fig. 3, is the salesman's record card. On the front is entered such personal information as the salesmanager finds helpful. On the reverse side columns are pro-

vided for indicating the sales quota assigned to each man and for analyzing his monthly sales in comparison with his quota.

Fig. 3. Salesman's Record Card

NAME		Phone No.	RECORD WITH COMPANY							
ADDRESS			DATE	ENGAGED	TRANS	OFF	Position	Reason	Salary	Territory
Born	AT	Nationality								
Dependents										
S	M	W	D							
Relatives in Plant										
Previous Experience										
			Rating				Special Qualifications			
Ambition, Aptitudes, etc			Loyalty							
			Energy							
			Mentality							
Languages Spoken			Resourcefulness							
Notity in Emergency			Ambition							
Education			Sales Ability							
Physique and Health			Personality							
References										
Organizations										

Fig. 4. Reverse Side of Salesman's Record Card

MONTH	Chocolates	BARs	Caramels	Hard Candy	PAN WORK	COUNTER WORK	GUMS	TOTAL SALES	Earnings	Sales Expense	Returns
Quota											
Actual											

The third card, Fig. 5, is a combined sales analysis. The columns on this card are practically the same as those on the customer's card, so it is a simple matter once a month to

take off a record of the business done with each customer and enter the totals on this sales analysis card.

Fig. 5. Combined Sales Analysis

DATE	Chocolates	BARs	Caramels	HARD GOODY	PAN WORK	COUNTER	GUMS	REMARKS

Sales Managers' Library

"Making Advertisements and Making Them Pay." By Roy S. Durstine. 254 pages. Board, \$3.20.

"Scientific Sales Management." By Chas. W. Hoyt. 204 pages worth reading. Cloth, \$2.70.

"Modern Sales Management." By J. George Frederick. 390 pages. Cloth, by mail, \$2.70.

"The Training of a Salesman." By William Maxwell. 220 pages. Cloth, by mail, \$1.70.

"The Selling Process." By Norval A. Hawkins. 368 pages. Cloth, \$3.70. Bound in twelve study booklets, \$3.15.

"Effective House Organs." By Robert E. Ramsey. 361 pages. Cloth, by mail, \$3.70.

"Business Research and Statistics." By J. George Frederick. Cloth, \$2.70.

MECHANICS OF SELLING

"The Selling Process." By Norval A. Hawkins. By mail, \$3.70.

"How to Sell Quality." By J. C. Aspley. By mail, \$1.60.

"Salesmanship." By William Maxwell. By mail, \$1.85.

"Men Who Sell Things." By Walter D. Moody. By mail, \$1.70.

"Field Tactics for Salesmen." By J. C. Aspley. By mail, \$1.60.

"Approach to Business Problems." By A. W. Shaw. Prepaid, \$2.20.

"Economics of Retailing." By Paul H. Nystrom. By mail, \$3.20.

MARKETING

"Modern Sales Management." By J. George Frederick. By mail, \$2.70.

"Market Analysis." By Percival White. By mail, \$3.50.

"Modern Sales Organization." A Survey by J. C. Aspley. By mail, \$6.00.

"Sales Management Practices." A Survey by J. C. Aspley. By mail, \$6.00.

INTER-DEPARTMENTAL RELATIONS

"The Advertising Hand Book." By S. Roland Hall. By mail, \$5.00.

"What a Salesman Should Know About Credits." By J. C. Aspley. By mail, \$1.60.

"What a Salesman Should Know About Advertising." By J. C. Aspley. By mail, \$1.10.

"Effective Direct Advertising." By Robert A. Ramsay. By mail, \$5.20.

"American Business Law." By John J. Sullivan. By mail, \$2.70.

"Twenty-Minute Lessons in Bookkeeping." By Frank L. Beach. By mail, \$1.70.

MERCHANDISING

"Manual of Successful Store Keeping." By W. R. Hotchkiss. By mail, \$3.20.

"Retail Buying." By Clifton C. Field. By mail, \$1.50.

"Dawson Black—Retail Merchant." By Harold Whitehead. By mail, \$1.70.

INSPIRATIONAL

"The Go-Getter." By Peter B. Kyne. By mail, 85 cents.

"Keys to Success." By B. C. Forbes. By mail, \$2.20.

"Acres of Diamonds." By Russell H. Conwell. By mail, \$1.25.

BOOK DEPARTMENT, THE CANDY MANUFACTURER PUBLISHING CO.

30 North La Salle St., Stock Exchange Building, CHICAGO

Among the 200 Best Books on Business

In a recent issue of *Printer's Ink* Earnest Elmo Calkins has an article, "Two Thousand Men Chose This Business Library." In this article he has included a list of what was selected as the 200 best books for the "wide awake" moments of the business man. They are comprehensive in their scope. We have included the books on sales management and selling in the list below.

Modern Sales Management Practice—J. C. Aspley.

Sales Management Practices—Dartnell.

An Approach to Business Problems—A. W. Shaw.

Modern Sales Organization—Dartnell.

Sales Manager Reference Set—Dartnell.

Office Management—L. Gallowat.

Getting the Most Out of Business—Lewis.

Principles of Scientific Management—Frederick W. Taylor.

Personal Administration—Tead, Ordway and Metcalf.

The Selling Process—W. M. Hawkins.

How to Sell at Retail—W. W. Charters.

Fundamentals of Salesmanship—N. A. Briscoe.

How to Sell Quality—Dartnell.

Retail Selling—James W. Fiske.

The Human Side of Retail Selling—Ruth Leigh.

Field Tactics for Salesmen—Dartnell.

Principles of Salesmanship—H. Whitehead.

Retail Selling—Norton.

Retail Selling—N. A. Briscoe.

In referring particularly to literature as applied to selling Mr. Calkins says:

"Literature is not in high repute with the go-getters, but, as Mark Twain observed about classical music, it is not so bad as it sounds.

"I once heard a salesman construct a selling talk on Mark Anthony's oration over the dead body of Julius Caesar. You will remember that Mark had a proposition to put over with a hostile mob. His approach is masterly. He follows the approved selling steps, feels his way craftily through opposition to self-interest, and the conviction, and when he feels he has his audience with him and is ready for action, he springs his real proposition, and the customer signs on the dotted line, and rushes off to take vengeance on the assassins. I do not know which is more significant, that Shakespeare should know salesmanship, or a salesman know Shakespeare."

Vogan's Help Dealers Make More Money to Buy More Vogan's Candy

An Interview by Otis R. Tyson with

W. W. Brown

Sales Manager, Vogan Candy Company, Portland, Oregon

VOGAN CANDY COMPANY believe in the eternal cycle which brings back to them ten-fold every dollar spent in constructive service to the dealer. Mr. Brown has been grounded in retail experience and the objective of his sales program is to help his retail customers sell more candy to make more money with which to buy more Vogan's candy. Mr. Brown and his sales force have specialized on the science of retailing in general and candy merchandising in particular. How this policy works out is presented herewith through the courtesy of Sales Management Magazine.—EDITOR THE CANDY MANUFACTURER.

IT'S not what we sell the dealer that determines how nearly we approach saturating our territory; it's *what we can get the dealer to sell for us*," said W. W. Brown, sales manager of the Vogan Candy Co., Portland, Oregon, as we sat discussing the ever-pertinent question, getting dealers to push your line.

"I spent the greater part of the morning," continued Mr. Brown, "with one of our customers who is equipping a new store. Drawing on my own retail experience, I was able to help him lay out the store, select his fixtures, and design his windows. Besides getting closer to that customer than ever before, I have the satisfaction of knowing—at least believing—that I helped him toward his goal—a greater volume—and thereby helped myself toward my goal—another increased outlet for candy.

"Yesterday I engaged two men for an out-of-town customer and helped another one to get a certain camera agency. Tomorrow I am going to spend an hour or so with an Idaho dealer who wants to know how to dispose of a stock of phonographs. That's the way it goes all the time—a constant good-will campaign."

Mr. Brown Makes a Survey First

"Pretty big undertaking," I suggested, "this personal service to all comers."

"It is somewhat of a job," he admitted, "but it is worth all the time, money and energy we put into it. But I haven't begun the story yet; I've merely skimmed over a few incidental experiences. Let me get down to our fixed program:

"I make a personal survey—upon request—of any store where our goods are sold. This is primarily a survey of the candy department. I go into all the contributing details; the location of the store—is it on a corner or in the middle of the block, the neighbors; the location

of the candy department and how it is manned; the physical equipment; the average candy investment and the average daily sale; population of the town and the number of stores selling candy; window displays and advertising. If it seems impractical to make the trip I do the work by mail—in conjunction with the salesman in that territory. While, as I said a moment ago, this survey was originally planned to cover the candy department, I very frequently make it cover the entire store. This service is very much in demand; I made forty-two surveys last month.

"Here's a copy of a report I sent to a druggist after I had studied his store with the idea of helping him correct several admitted weaknesses—and several others. I recommended the shifting of practically every department and show-case in the store. A survey of the district in which the store was located had convinced me that it should be arranged with the idea of appealing to women; he had been working along directly opposite lines."

While Mr. Brown was answering a telephone call I looked over the report. I was glad to note that all of his suggestions were backed up by a reason why. Let me quote a typical paragraph: "The candy department should be taken away from the soda fountain and placed next to the cigar department. The soda fountain customer has already had his sweets, and the cigar customer is a much better prospect." Most any dealer would appreciate such sound advice as this: "Do not have too many displays on your showcases—not more than two to every four feet. There should be at least eighteen inches of free space between each display." . . . "Articles that sell on sight and without any special effort on the part of the salespeople should have the most prominent locations." Surely this is ideal dealer-help.

The Main Feature of the Plan

"The big feature of our service is a Monthly Merchandising Plan," said Brown as he hung up the receiver. "Through it we offer a definite candy-selling program for the entire month—usually a series of week-end drives, each one centered on some particular piece of goods at an odd price. Supporting the plan, we supply, without cost to the dealer, the necessary cards for the displays, copy for such cards and posters as can best be made locally, and suggestive copy for newspaper advertising. If a feature window display is a part of the program—and it usually is—we send two sketches: A rough layout of the proposed display showing how to utilize wooden boxes and other inexpensive materials in doing the ground work, and a more complete drawing showing the finished display. We make these displays as simple as possible—the average store is usually short on display fixtures—but we never send out a suggestion unless it has a genuine selling punch in it.

"In laying out these monthly programs we pay particular attention to the two most important candy seasons—Christmas and Easter—and send out schedules for a complete campaign, suggesting dates and copy for newspaper advertising, and definite plans for window and interior displays. We always include



How one window looked before Mr. Brown "sold" the dealer the "trade-up" idea—Nothing very appetizing about it, is there? Note especially the ice-cream freezer and buckets

window strips and display cards, or suggestive copy for them. In short, we sell the dealer a supply of candy and then give him a plan, a sure-fire way to sell it—and more. This plan gets the hearty support of all of our salesmen. They frequently take off their coats and help a dealer trim a window or dress up a showcase. You see, they all know the game from the retail angle—just as I felt that I do."

"Do all of these fellows really appreciate all of these things you do for them?" I asked.

"Oh, I suppose we do get the worst of it now and then—just as we would under any plan," he answered, "but our business is growing and so is our strength as business getters. Every problem we help a dealer work out gives us a broader experience from which to draw in solving the next—"

A sharp knock rattled the office door.

"That's Lee," said Brown. One of my road men. If you'll excuse me I'll let him in for a moment."

After the introduction Brown got back to the topic by saying to Lee: "Bob, we've been talking about our merchandising service. I was about ready to tell something about specific results. Suppose you give us a few typical cases."

"Well," said Lee, "we might mention D. D. & H. for example. Early in December I suggested to them that they could use five hundred pounds of Christmas



The same window after the Vogan Candy Company began taking a friendly interest in the merchant's affairs. This window sold 210 pounds of candy in five days, as compared with the other window which sold only 28 pounds in a week.

candy. Their hands went up; couldn't be done, they said. Might talk about five pails, but five hundred pounds—never! I practically guaranteed the sale of five hundred pounds, knowing that our system would sell it for them. And it proved to be easy. I was on hand when the candy arrived. We laid a full barrel on its side in the window and opened it up, spreading the candy over the floor on a clean spread of paper. Nothing fancy; the candy made its own quality and appetite appeal and the price card—"Christmas Candy, 29c a Pound"—put over the price and economy idea. They sold the first five hundred pounds—and ordered seven hundred pounds more! They called me a wizard, but all I had was the nerve that they should have had and a few fundamentals in the art of merchandising.

"And here's a note," he continued, "from a chap in Roseberg. He's always clung to the box candy idea, but I succeeded in getting him to try just one stunt in bulk goods. That started him off right; here's his report covering the last four weeks: 167 pounds of gum drops—at 32 cents—in 6 days; 180 pounds of jelly beans—at 23 cents—in 4 days; 100 pounds of salted peanuts in 5 days; 165 pounds of hoarhound drops—at 32 cents—in 8 days. He uses the simplest kinds of displays—those we send out are always simple—and you will note that he follows the odd-price plan. That program will do the work—if everything is neat and clean, inside and out.

"That's the way our plan works; it's the greatest ever. I'm perfectly willing to let our competitors content themselves with sending out fancy cards and window set-ups. They are all right—if they are used. We make sure that our dealer-help stuff is used by showing the dealer how to use it profitably."

And then Brown told me that they are working out a Merchandising Bulletin Service which will cover all departments in the average drug store, grocery, or candy store. These bulletins will give seasonable merchandising suggestions for all kinds of merchandise.

"We feel," said Brown, "that if we are able to develop all or any part of a man's business he will be increasing his capacity for selling candy. And, of course, there is great value in close contact. We believe that we have eliminated competition in scores of cases by working with the dealer in the ways that I have tried to describe to you. We have made their problems our problems—and they appreciate it. We have made them see the philosophy of quick turnover—particularly in candy—by showing them how to get a quick turnover. In short we have proved to them that they can sell our merchandise at a good profit and do a greater volume than they had ever thought of doing before."—*Sales Management* for January, 1923.

The Four Little Devils

*There are four little devils that wander about,
And camp on a poor salesman's trail;
They never think much of the fellow that wins,
But they're strong for the fellows that fail.
They come well equipped to give you a fight
With harpoon and pitchfork and cane;
They cuddle up near, say nice things in your ear,
"But they're devils—Look out! Just the same."*

*The first little devil commences his work
As soon as it's getting-up time;
He whispers, "Roll over—go on back to sleep,
You can't see the buyer till nine."
And he tries to convince you that you're but a fool
To go out and hustle and strain;
He's a plausible chap—Preaches "Don't give a rap,"
"He's a devil—Look out! Just the same."*

*The second red devil unloosens his tongue
Before you are close to half through;
He says, "Go to dinner—you're working too hard—
There's no use from eleven till two."
If you listen to him, you're but fooling yourself,
And helping competitors gain;
He carries a smile, has a tongue full of guile,
"He's a devil—Look out! Just the same."*

*The third little devil is oily and suave,
And bides his good time to commence;
And he waits for the time that the orders come slow,
And thinks that you won't take offense,
When he whispers so sweetly along about four,
"Let's knock off; let's call it a game."
It may sound awful nice to be through in a trice,
"He's a devil—Look out! Just the same."*

*The fourth little devil is the worst one of all,
And he smiles in a devilish way
When he finally tells you that Saturday's yours,
Should not work—just a plain loafing day.
And he knows very well if you listen to him
That you're bound to lose—cannot gain.
It's the easiest way, but never will pay.
"He's a devil—Look out! Just the same."*

*The four little devils sit on a fence
When it comes to reckoning day,
And they laugh and they dance in their devilish glee
At the price they have forced you to pay.
When temptation points to the easiest way,
Take the hard road that leads up to fame.
The things that's alluring can ne'er be enduring,
"They're devils—Look out! Just the same."*

—R. L. James.

"An expert salesman got off something pretty wise the other day when he declared that most men were negative instead of positive. The average man, if he wanted a match, would put his inquiry this way:

"Haven't got a match, have you?"

"The easy and logical answer is 'No,' and thus the man is turned down instantaneously.

"Suppose, on the other hand, he were to say: 'Will you give me a match, please.' In this event one is immediately put on the defensive and he begins rummaging through all his clothes to make good."



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With the Manufacturers of Machinery and Factory Equipment

The following manufacturers of candy and chocolate machinery and factory equipment invite the special attention and consideration of candy factory superintendents to their respective sales messages presented in the advertising pages of this issue:

Baker Ice Machine Company	44
Bentz Engineering Corporation	46
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Carver, Fred S.	39
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To the best of our knowledge the products advertised in THE CANDY MANUFACTURER have sufficient merit to warrant the serious consideration of our readers; we will appreciate any information to the contrary. We stand willing and ready to assist our subscribers in any possible and reasonable way in connecting with reliable sources of supply or in obtaining redress in any unfair or unsatisfactory transaction with our advertisers, though we assume no obligation in accepting the advertising.

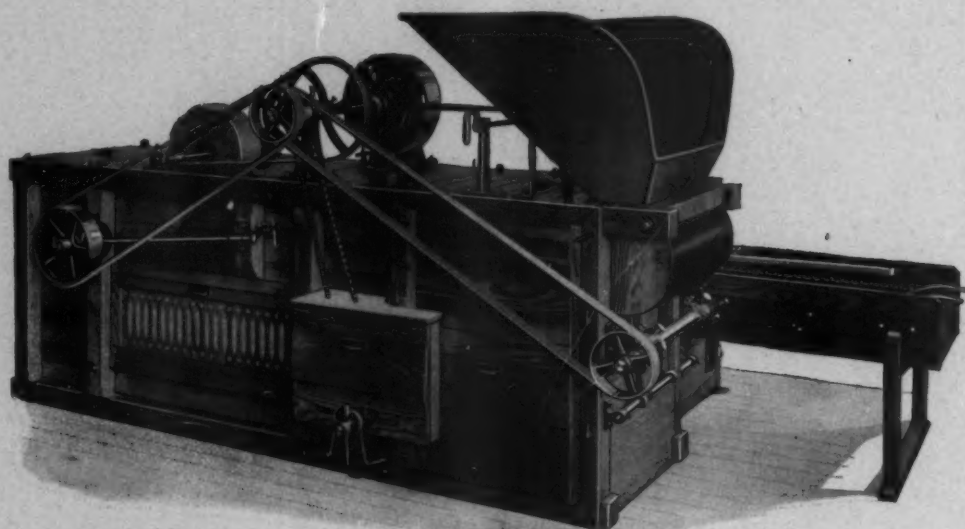
Therefore, when all other things are equal, give preference to the advertisers in THE CANDY MANUFACTURER. If you do not find just the item of equipment or supplies you are looking for, remember you have free access to our Buyers' Directory files.

THE CANDY MANUFACTURER PUB. CO.

30 North La Salle Street, Chicago

Simplex Starch Buck

A National Equipment
for starch moulded candy making



Built in Wood or Steel

Cleans centers economically, efficiently and thoroughly, and tends toward factory cleanliness.

Great saving of time and expense.
400 to 500 trays per hour.



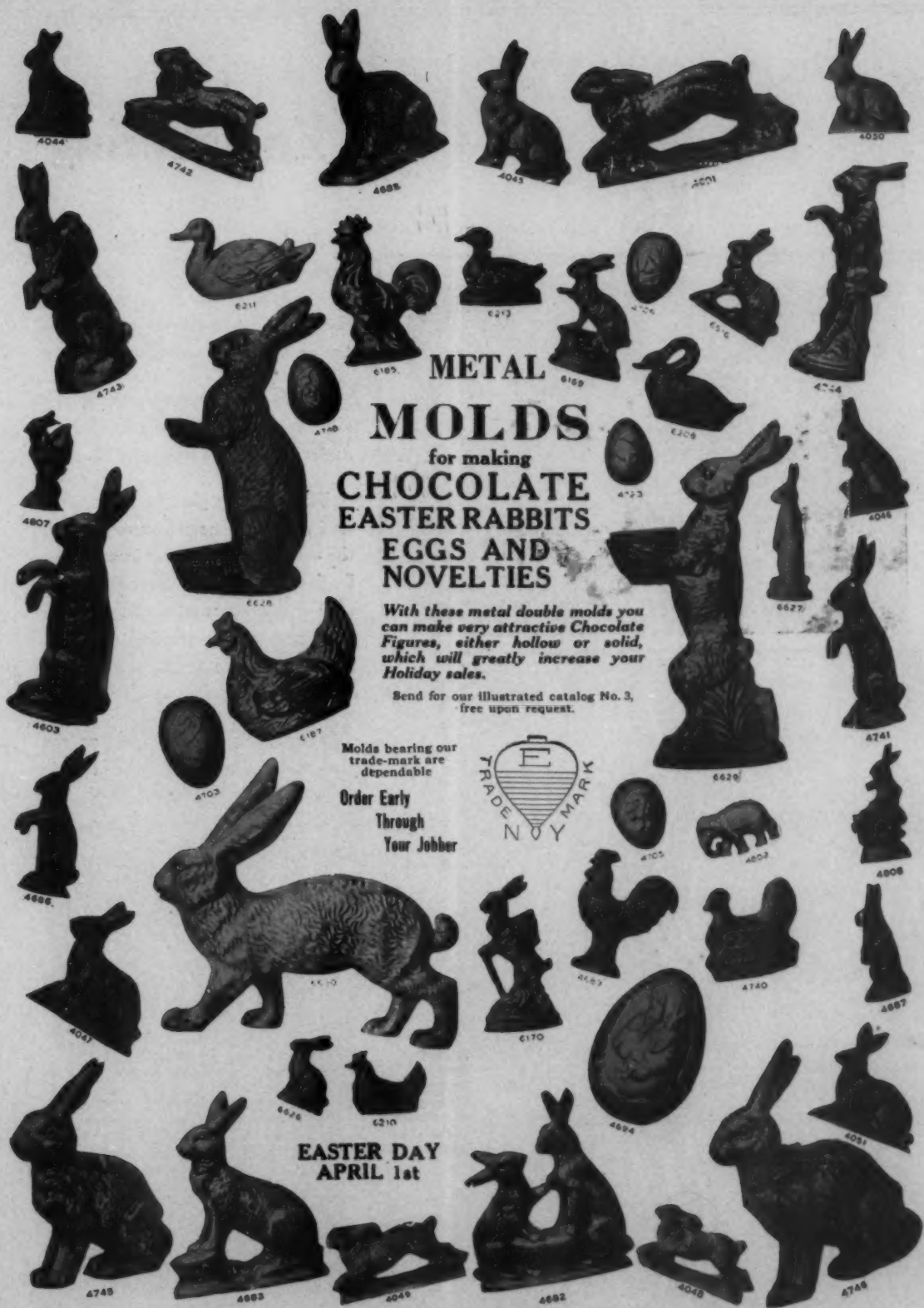
Handles the softest centers without damage.

Write for full description showing how simple, easy of operation and helpful this machine is to the candy manufacturer.

NATIONAL EQUIPMENT COMPANY

Largest Manufacturer in the World of Candy and Chocolate Machinery

SPRINGFIELD, MASSACHUSETTS, U. S. A.



34-44 HUBERT ST.

Dept. F

NEW YORK

Engineering

Placing your problems in the hands of this organization gives you the benefit of all the experience of the foremost engineers in the country on air conditioning systems.

These specialists who are nationally known and recognized, have made air conditioning their life study.

They will be glad to refer you to an installation near you or give you the names of concerns in your own business who have successfully installed our air conditioning systems. You may then get in touch and understand why Sturtevant-Fleisher Systems are preferred.

Whatever your problems or conditions, these engineers who have installed hundreds of systems all over the country will be glad to cooperate with you.



Atlanta
Boston
Buffalo
Chicago
Cincinnati
Cleveland
Dallas

Detroit
Hartford
Los Angeles
Minneapolis
New York
Philadelphia
Pittsburgh

Portland
Rochester
St. Louis
Salt Lake City
San Francisco
Seattle
Washington

 **Sturtevant**
PUTS AIR TO WORK
Hyde Park, Boston, Mass.

W. L. FLEISHER & CO., Inc.
31 Union Square West
New York, New York

727

CARVER COCOA BUTTER PRESSES

NOTICE REGARDING PATENTS

We have incorporated and standardized in our Presses the following features, which have never before been used in presses of this kind; viz., devices to perform automatically:

- 1. Filling of the Pots.*
- 2. Closing and Opening of the Pots.*
- 3. Ejecting of the Cocoa Cakes from Pots.*

All of these (and certain other features of our machines) are covered by Patents, Issued, Allowed and Pending.

This gives to us the exclusive right to make, use and sell presses so equipped.

We sell these presses at fair prices to our customers and to them only goes the right to use such machines.

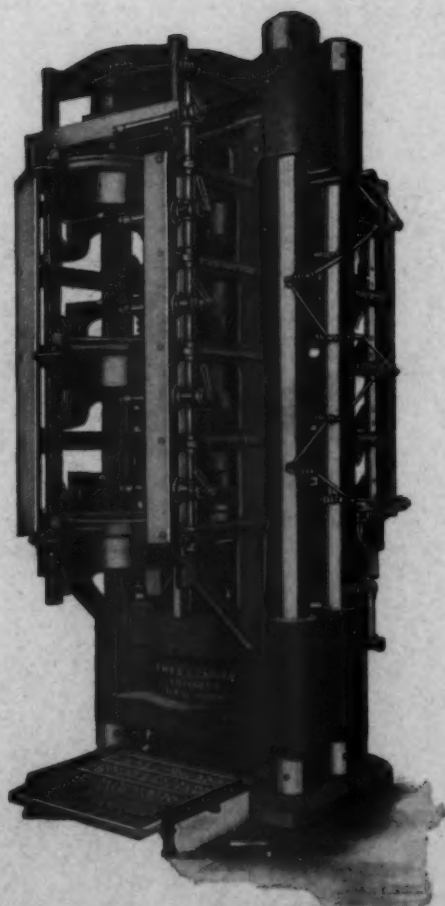
FOR CATALOG OR FURTHER INFORMATION
ADDRESS

FRED S. CARVER

ENGINEER

8 West 40th Street

NEW YORK



(Patented and Patents Pending)

THE CARVER COCOA BUTTER PRESS

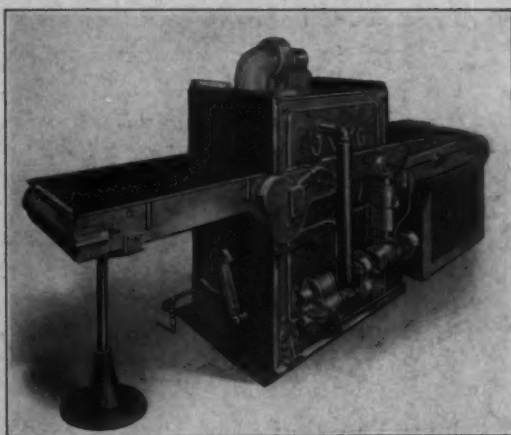
The GREER COATER- and Packing Unit



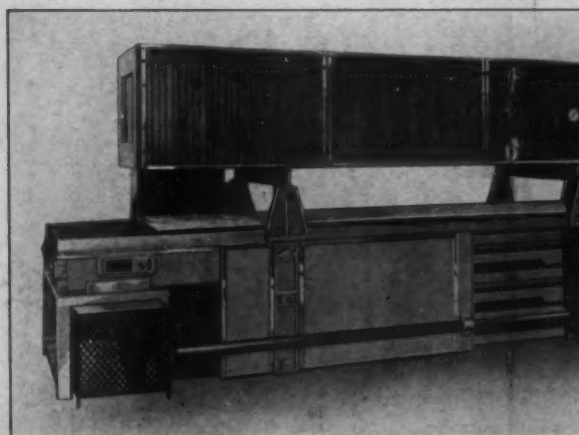
A Complete Unit—Coating, Drying

No paper plaques

Guaranteed capacity, 12½



The Greer Coater



The Greer Chocolate Bar and Tensioning Unit

Showing bunker and color

Guaranteed to Produce 2

J. W. GREER

Manufacturers of Confectioners' Machinery

119-137 Windsor Street

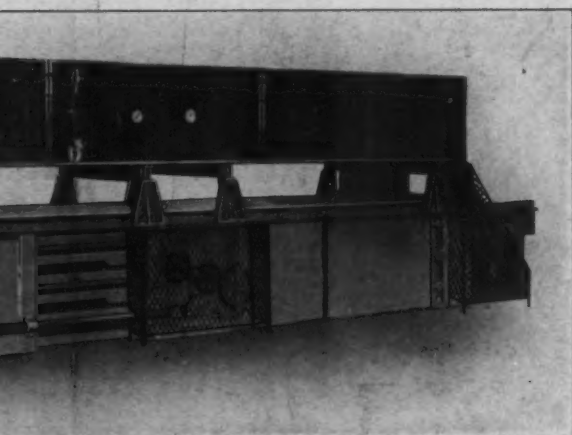


A Triumph as a Production Unit
the last word in machine design and performance



Drying, Conveying and Packing

plaques necessary
 capacity, 12½ feet per minute



Four and Ten-Pound Cake Machine
 for and cold box complete
 produce 20,000 lbs. Per Day

GREER CO.

Manufacturers' Machinery that Pays Dividends



Greer Drying, Conveying and Packing Machine

This machine places before your packers 200 plaques of perfectly dry goods each hour—a steady stream of finished goods direct from your Coater or Enrober.

CAMBRIDGE, MASS.



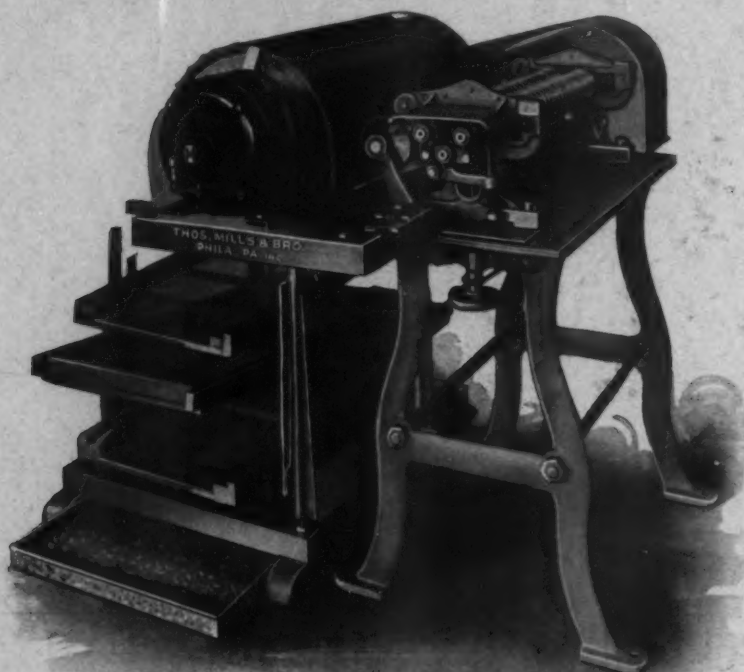
Thomas Mills & Bro., Inc.

1301 to 1315 North Eighth St.

Philadelphia, Pa.

AUTOMATIC SEAMLESS HARD CANDY MACHINE

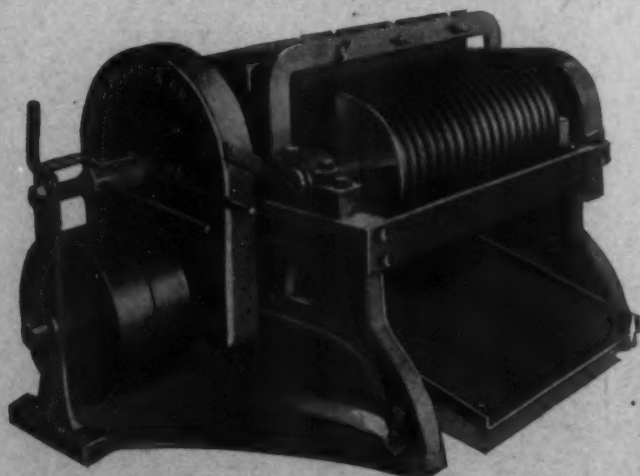
Send for pamphlet on this machine.



Have You Our Latest Catalogue on Entire Line of Candy Factory Equipment?

If not, use coupon on opposite page and let us quote you on the kind of equipment you are especially interested in.

No. 10 BALL MACHINE for COCOANUT, CREAM and CHICLE



**HEADQUARTERS
FOR CANDY
MACHINERY,
TOOLS AND
EQUIPMENT
SINCE 1864**

"If it's listed with Mills it's a success"

Mr. Superintendent:—

Equipment that will help you get better results from your factory hands in 1923:

Starch Drying and Reconditioning Equipment—

Eliminating hotrooms, excessive heat and doing away with discolored starch; installed in the largest factories in the country.

Five Roll Steel Refiners—

Large size—greatest capacity.

Continuous Vacuum Cookers—

Plastic Presses and Automats—

Most modern installation for the productive manufacture of filled goods of quality.

Improved Chocolate Moulding Machines—

Endless.

Air Conditioning and Refrigerating Equipment—

A large assortment of used candy and chocolate machinery always kept in stock.

CANDY AND CHOCOLATE SPECIAL MACHINE COMPANY

39 Cortlandt Street

INC.

New York City



SIMPLEX MOTOR DRIVEN PLASTIC PRESS

FOR FILLED OR STUFFED HARD CANDIES

THE SIMPLEX IMPROVED PLASTIC PRESS has a greater output capacity than the older type machines, 24 inch Die Bars; direct motor drive, two speeds, special wire screen conveyor. Operation economical, simple and exceptionally accurate—every machine given a practical test before shipment.

*An assortment of popular dies included with every press.
No extra charge.*

VACUUM CANDY MACHINERY CO.

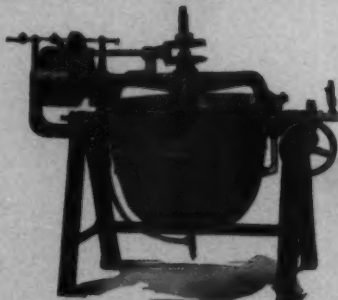
326 W. Madison Street
CHICAGO

Our Motor
Driven Sizing
Machine
Insures
Greater
Production
and Accuracy

Bucyrus Copper Kettles

have given dependable service since 1874. Their design assures—

Safety—Durability—Economy



Steam Jacketed Tilting Kettle

Our Prices will interest you. Get them!

The Bucyrus Copper Kettle Works Co.
Bucyrus, Ohio

Also Manufacturers of
MIXING KETTLES, COPPER CANDY PANS
and BUCYRUS REVOLVING PANS—
the last word in production machines.

WHEN YOU THINK OF CANDY MACHINERY and FACTORY EQUIPMENT

CONSULT THIS

**Machinery and Factory Equipment Insert
in The Candy Manufacturer**

If you don't find it here, write

The Candy Manufacturer Publishing Co.
30 North La Salle Street, Chicago

BAKER SYSTEM REFRIGERATION



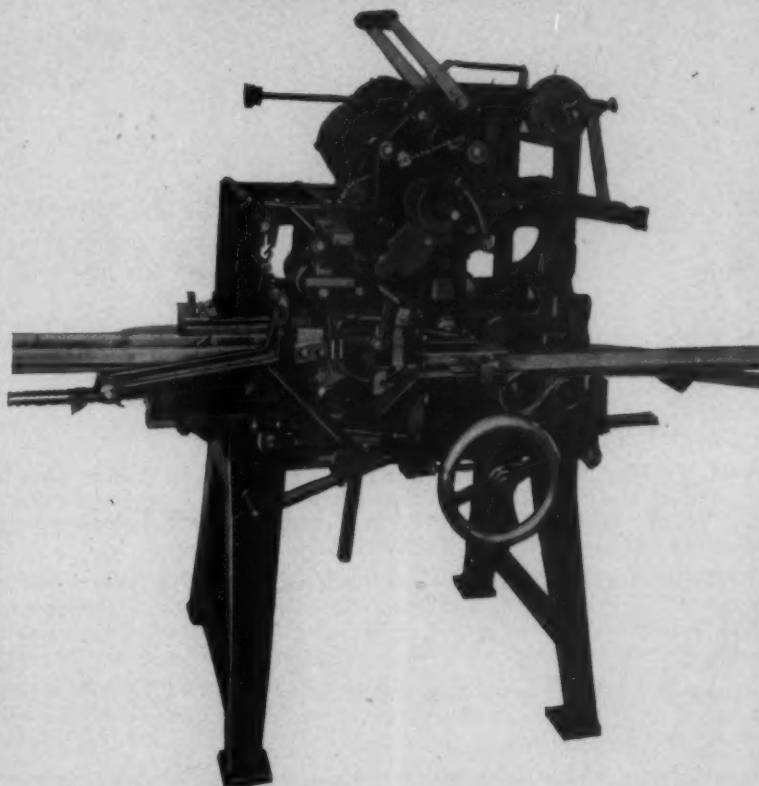
OT to investigate the money saving possibilities of the Baker Ice Machine is an absolute disregard of those progressive principles which increase both business and profits.

Write today for information.

BAKER ICE MACHINE CO., INC.
OMAHA, NEBRASKA

Here is a
Bar Wrapping Machine
that is RIGHT—Speed 70-80 per min.

Suitable for Chocolate Covered Bars, Peanut
Bars and Similar Shaped Goods



The development of this machine was due to a demand for a machine to wrap bar goods in a printed glassine, wax paper or foil wrapper, and register the printing.

The printed paper or foil is fed from a roll and cut off to the required length of the sheet. The registration is adjusted when necessary by the attendant while the machine is in operation.

It can be equipped so that two or more sizes can be wrapped on the same machine. The machine will wrap somewhat irregular shaped pieces and will accommodate itself to reasonable variations in dimensions.

The feed is by means of chain conveyor and discharge by belt conveyor.

*Other wrapping machines for different requirements.
Send us samples and let us give you full particulars in regard to wrapping them.*

Cable Address: "FERGHAS, N. Y."

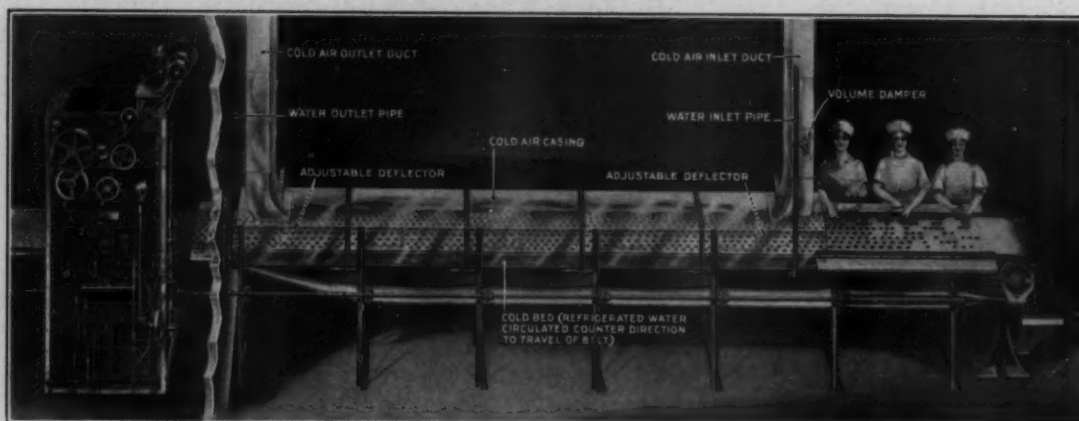
FERGUSON & HAAS, Inc.

515-521 Greenwich Street

NEW YORK CITY

The "Coldbed" Chocolate Drying and Packing Table

Directly Connected to Enrober



Patents Pending

Something You Should Know

The Largest, the Most Representative, the Best Known Candy Makers Have Exclusively Adopted the Coldbed and Will Use No Other Method for Chilling and Drying Chocolate Coated Goods. Why? What Is the Secret of Its Popularity? What Reason Can Be Given for the Unfailing Repeat Orders Which Follow a Trial Installation?

THE ANSWER IS OBVIOUS—The practical, experienced, production manager has learned the value of applied engineering knowledge. As an example, he now knows that for the same rise in temperature one gallon of refrigerated water will take up as much heat as two hundred cubic feet of refrigerated air.

He knows that in Chilling Chocolate goods smaller crystals of the fat are formed when the cooling is rapid, while in slow cooling larger crystals are formed and the fracture consequently becomes dull and grayish.

Having knowledge of such well known principles it was just plain common sense to apply them practically as we have done with the COLDBED Table, and as a result the chocolates by this method show a finer texture and the centers, being properly chilled throughout, are in the best possible condition for immediate packing. And (this is important to your pocketbook)—

1. The COLDBED Tables are sold at a very reasonable price. Our customers say we do not ask enough for them.
2. They are great money savers. No girl at the feed end of the table. The goods are not handled on the COLDBED until they reach the packer.
3. The scrap and waste is minimized. The goods are immediately set after leaving the enrober and hence there are no feather edges.

We will serve you wherever you are. Write for literature and complete information.

Also manufacturers of
"The Chillblast" Air Conditioner, Cooler and Dehumidifier,
The Bentz Drying System for Starch Rooms
and

The Bentz Air Conditioning Apparatus for Maintaining Uniform Atmospheric
Conditions in Rooms or Factories.

BENTZ ENGINEERING CORPORATION

Main Office: 140 Cedar St., New York

Factory: 661 Frelinghuysen Ave., Newark, N. J.

The Chemistry of Salesmanship

A Novel Analysis of the Art of Selling

by Sidney J. Rockwell

PROBABLY a hundred ingredients enter into that chemical compound which we call a perfect sale—but a hundred is an unwieldy number. We would be lost in the analysis.

Without regard to their relative importance, let us jot down a dozen of them which seem to the writer of greatest importance. For your own case revise this list to suit individual temperament and talent:

12 Chemicals in a Perfect Sale

- | | |
|-----------------|----------------------|
| 1. Logic. | 7. Buyer's Problems. |
| 2. Sincerity. | 8. Power. |
| 3. Enthusiasm. | 9. Personality. |
| 4. Opportunity. | 10. Humor. |
| 5. Service. | 11. Dignity. |
| 6. Applause. | 12. Courtesy. |

If the reader will analyze one of his sales he will realize that probably four or five of the above "chemicals" were mainly responsible for "compounding" his sale; one or two of them may well have been outstanding influences. Then if he will analyze another sale with a different sort of a customer he will find that four or five other "chemicals" composed the principal part of the sale—and that there was a different outstanding influence or chemical.

The different type customer was the reason for the use of a different set of influences—and the real salesman always shifts his selling chemicals to meet each new situation.

The ideal condition would be if the salesman were master of these dozen selling chemicals. Then he could choose just the right ones to suit the individual make-up of each customer prospect in turn.

This idea of comparing a selling problem to the construction of a chemical compound offers most interesting sidelights that the thoughtful salesman will find splendidly helpful in self-analysis.

In both cases if a "precipitate" occurs the result will be a partial or an entire failure, and this precipitate may well be a base element such as humor. Now humor in moderate degree might well add consistency to the average sale, but if the prospect is a gruff individual, humor becomes a foreign element and must be avoided. If you are a bit gruff, diplomatically so, you meet him on his own ground. You are his kind of man and the chances are he will like you. You have then established the atmosphere for selling. If the buyer is a nervous sort that talks fast, you must speed up. If he is a slow thinking, slow talking chap, slow down to his pace.

Find Your Feature Chemical

The big idea is for a salesman to cross-analyze himself and decide just which elements he has in most pronounced degree. He may de-

cide that they are Enthusiasm, Humor and Courtesy. Therefore he should make these three the main elements in his selling compound. He should use the others, but these three, if they apply to his prospect, stand for his own personality—and it is an unwise thing to try to get away from one's own personality. Our work is sure to ring false, unless we are real actors. (Actors, by the way, often make splendid salesmen.)

Now then—if the prospect is a hopelessly mournful sort of fellow, any emphasis upon enthusiasm might actually give annoyance.

Selling Problems

Another salesman may have little or no Humor in his make-up—and it may be a great effort for him to express Enthusiasm—but he can register Sincerity, which may take the place of Enthusiasm. Further, this second salesman may be a logical and dignified sort of fellow. Therefore his three main chemicals will be Sincerity, Logic and Dignity—and in their use he keeps within his own personality.

The ambitious salesman will bend all efforts to acquire other main chemicals of course—for this will allow him to make the right impression on a wider range of prospects.

The wide differences in the temperaments of buyers call for divisions into broad general classes, and where possible into specific classes.

Thus—in advance of an important sale a man might roughly decide to make use of his selling chemicals in somewhat the following percentages: Logic, 50%; Service, 25%; Courtesy, 25%.

In another case he might plan as follows for a prospect who was known to be somewhat proud of his position in life: Dignity, 50%; Applause, 25%; Opportunity, 25%.

It would be confusing to plan for more than three main chemicals.

It is important to realize that we can learn from our failures fully as much as from our successes.

Therefore we should study what chemicals were precipitates in the selling compounds that failed to achieve results.

The only thought of this little sketch on selling is to throw the subject on the study screen from a new and an easily analyzed angle.

Read—Study—Apply

The salesman who will read it over from time to time and the salesman who will really study it and apply it to their own problems and to their own personalities cannot help but obtain tangible results.

They will then realize, if they do not now, that study, advance planning and daring execution will outrun and outlast all the luck in the world.—*Playthings*.

The Sales Managers Round Table



"1923 is a Sales Managers' year," a year of keen competition, but a year that will reward aggressive, well organized sales effort. Never before in the history of our industry has there been such a need for close co-operation between manufacturers. This get-together, work-together spirit must exist to have "competition at a profit."

THE CANDY MANUFACTURER represents practically a "closed session" of manufacturing confectioners; therefore advantage may be taken of this contact with executives and department heads of the candy factories of this country to get together each month for a free and frank discussion of the vital interests and everyday problems which are closest to the manufacturing fraternity of the confectionery industry.

We would like to receive expressions from our readers on any of the following suggested subjects, or choose your own:

The Business Outlook—for our industry.

Candy Salesmen and Salesmanship—and instances of successful campaigns.

Policies and Organization of Sales Department—plans, records and systems.

The Distributing Retailer—how the manufacturer can help the retail candy dealers to be more successful and sell more candy at a profit, also a discussion on dealer helps that HELP the dealer.

Co-ordination of Sales and Production Departments.

"Competition at a Profit"—citing problems and policies in price-fixing and adjustment.

Let us hear from many manufacturers on any topic of common interest. Your letter or manuscript will be published in the next available issue. Forms close 28th of the month preceding issue.—EDITOR, THE CANDY MANUFACTURER.

Salesmen—Commercial Shock Troops

by John H. Allen

President, Allen-Qualley Company of St. Paul

THE outlook for the future success of the candy industry in this country is good, but this element of success will not decorate a silver platter nor be had for the asking. It will come only to those who go out and fight for it. The salesmen occupy the front line trench; they are, one might say, commercial shock troops. It is up to them to carry out the orders as issued from general headquarters.

In a measure our salesmen take the place in industry that the doughboy does in the army. But how long would a company of untrained soldiers survive against the assault of an efficient enemy carefully coached in the deadliest tactics of modern warfare? Applying the same argument to our manufacturing organizations and jobbing concerns, what chance would the "would-be" salesman have against air-tight competition who has been given a cost book, a catalog, a few samples, an expense check and nothing else.

The firm in my opinion who hires road men should consider itself duty bound, if for no other reason than self-preservation, to see that those men leave the factory not only with the necessary pad and pencil, but with the fundamental knowledge of what constitutes the profession of selling, whether it is merchandise or an opportunity.

Too often we are wont to shift the responsibility for the falling off in sales or the dragging condition of a territory to the salesman, while in truth the root of the trouble lies primarily with the man who is responsible for the success of those men—the sales manager.

The sales manager is generally a high speed salesman himself. This talent is generally the main reason for his having landed the job in the first place, yet how many brilliant people there are in the world who are absolutely unable to impart their knowledge to others, or to give to those eager to learn a comprehensive idea as to how the job should be done.

Yes, business is going to be good in 1923, but it is only going to be good for those who wade in and fight for it and not for those who splash around the edges and wish for it.

The sales manager is one of the most important elements in the drive for success. When the zero hour arrives he is the man who leads them over the top—around him the plan of attack is centered and with him lies the responsibility for the success or failure of the campaign.

fully mapped out campaign; the salesmen reflect in a great measure his ability or his inefficiency. It is unusual to get out of a proposition more than you put into it. The same applies to your salesman. The less attention is paid to his education, his success, the less one is going to get back in dollars and cents, and the firm with a mediocre, half-hearted, disinterested sales staff is going to find the plodding awful tough in 1923.

Candy Display Methods

by Carl E. Behr

Sales Manager, Paul F. Beich Company of Bloomington and Chicago

ONE of the disadvantages the candy business labors under is that the dealer who finally sells our product is not very greatly interested in it. Do you doubt it? Let us see. Many candy stores make some candy themselves and feature it to the disadvantage of the varieties they buy. Even if they make no candy whatever, these dealers are as much interested in their soda fountain as in candy sales. It is obvious that the grocer, druggist, restaurant, and pool room owner and the tobacconist see candy only as an additional profit maker, not vital to the business.

For this reason, the manufacturer or wholesaler must see to it that his product is properly displayed, as rapid turnover depends on prominent display, and while the dealers in other lines, such as dry goods, men's clothing, jewelry, etc., looks at this matter of display as of first importance, in the candy business, unfortunately, the large manufacturer's product is well displayed only when the salesman who sold the dealer has emphasized the importance of it on his particular product. Those of us who have had experience on both sides of the counter know that the retailer has his troubles too and he cannot be criticized if, with his manifold duties, he overlooks the importance of just one phase of his business.

By experiment, we have determined that the sale of a staple is tripled if it is displayed in a counter jar rather than in a shelf jar.

A jar of unusual shape is more effective than a familiar jar. A dealer will increase his sales by having glassware of different styles in reserve; for instance, displaying marshmallows in a jar of different design from the one used the previous week, say, for a hard candy.

The standard year-round items are generally displayed on metal or glass dishes or trays and each item competes with all the others for attention. By taking one variety at a time and displaying a great deal more of it on top of the case, the dealer will still do the same amount of business on the standard lines and will increase his total sales by the amount of candy

sold from the top. The result will be especially favorable if bags to sell at from 5c to 25c are previously filled ready to hand out. It is not fully realized that one of the big advantages of bar goods is that in many cases the consumer helps himself, and lays down his coin. He won't wait for a clerk to weight out 10c worth.

When a syndicate store runs a special in candy, it invariably has a lot of bags ready to hand out and we may be sure that the syndicates have the best candy merchandising talent at their command, so candy salesmen may safely urge similar methods to their customers.

Selling an item at a cut price on Saturdays and at a higher price the rest of the week is no new device, yet it cannot be done too frequently, for it increases the number of candy eaters and develops a taste for the better varieties.

I have in mind one salesman who has been successful in getting some of his most energetic druggists and confectioners to install a cheap table covered with bright crepe paper right near the entrance on Saturdays only. Customers practically have to stumble over it and the combination of location, display and pricing makes a neat addition to the dealer's sales, not to mention those of the salesman who was responsible for the idea.

The gist of the whole matter is this: We all know effective display and pricing to appeal to the popular demand increases the sale of candy. To cash in on this knowledge is a different matter. The manufacturer's and wholesaler's only point of contact is the traveling salesman or a printed message. In selling direct to the retailer, there is just one intermediary, the salesman, but when the manufacturer sells the wholesaler there are two sets of salesmen and, furthermore, the wholesaler's buyer or sales manager must be converted to the importance of these matters as they apply to candy sales.

Every manufacturer can apply these special methods to a number of his products and, with all working toward the same goal, it won't be long before dealers won't need to be urged to display candy. The other fellow's displays and sales will bring the last into line.

Candy Salesmen and Salesmanship

by **Albert F. L. Schmidt**

Manager, F. D. Seward Factory, National Candy Co.

I know of no commodity that requires the close application to its market more than candy. The real substantial reason of that is due to the fact that it is a commodity ready for consumption and, as such, gets the severest kind of critical judgment placed upon it. Yet, on the other hand, there is not a commodity that develops a more rapid turnover with the lowest possible investment, and at the same time brings in cash, than candy.

The day has come, however, when it is absolutely necessary for a candy salesman to succeed to use *salesmanship*, and that salesmanship does not mean conversation, but salesmanship that abounds in worth-while, practical suggestions to the retailer. The salesman must give thought to the individual merchant's store and then place his suggestions before the retailer.

One of the commonest kinds of difficulties, and one of the real reasons why more candy has not been sold by the average retailer, is because the *importance* of that department of his business has not been properly "sold" to him. So frequently you step into a retailer's store and you will find, in some secluded spot, a candy case—unattractive, lots of things on top of it—and he will complain to the salesman that the candy business is poor. Yet, so many times that salesman does not begin to appreciate the fact that the very location of his candy case, in part, is answerable to his candy business being poor.

It is the salesman's daily, religious duty to bring home the fact to the retailer that candy is bought on the impulse, and being an "impulse purchase commodity," it necessarily must have the most prominent location in a retailer's store and then the display and contents of that case must be kept in an appetizing way by the retailer. Consider, for instance, what display means to commodities much less purchased on the impulse as compared to candy.

A merchant on one occasion told me that his sale of shirts, a splendid display of which he had in his store, was reduced just 50 per cent in one week as compared to the previous week in which he had had no shirt display sale, and did not discover or realize its true cause until someone had called his attention to the fact that the cold weather had frosted his windows to such an extent that the display could not be seen.

I would be willing to venture a guess that if the display windows of stores, generally, were blank for one solid week that the sales would drop off within those stores for that period be-

tween forty and fifty per cent. Now candy buying being so characteristically the "impulse purchase," you can see how important it is for the salesman to dwell on the value of the display of candy to the merchant.

One of the greatest introductions in our industry has been the final acceptance, in a very encouraging way by the manufacturers generally, of the value of promoting the seasons in industry; and one of the greatest opportunities that any candy salesman could or ever can have is to circulate and sell the idea of the sales value of seasons in the candy industry to the retailer.

One of my salesmen, very recently, told me that with the advertising and an effort especially put forth one of his accounts sold more candy the week "Candy Day" prevailed than he did the week of Christmas. That is saying a whole lot and is but one of many circumstances that the merchant has found by supporting these various seasons in the candy industry.

The more time the candy salesman takes to try to help the dealer to realize the importance of proper merchandising, the better it will be for all concerned, because this is but a most important part of one of his functions as a salesman.

Just a short while ago I had the opportunity to call attention to one of our salesmen in selling fancy packages in a certain town. He sold the best account there the bulk goods, but no fancy packages. This dealer always took the position that fancy packages would not sell in his town. This particular salesman had his attention called to the fact that in an adjoining town, some ten miles away, his fancy package sales were worth while and that there was no doubt in our minds but that the same kind of gallant young men lived in this town as did in this adjoining town and that if the merchant's attention was called to that he would begin to see the matter in a different light and give the young men in his own town the same opportunity to buy fancy packages as the young men were permitted in the adjoining town.

Through this argument this particular dealer was finally prevailed upon to put in a few packages of a kind, with the result that in a matter of four weeks' time he re-ordered on the fancy packages; and is now sold to the idea that it wasn't a question of the town, but it was purely a personal opinion of his own that was stagnating his possibility of selling fancy packages.

This is but another example of how a sales-

man can help the dealer try to analyze his situation regarding the particular commodity that the dealer is attempting to sell, and, after all is said and done, one of the best arguments that

we can give a merchant to be enthused and encouraged to push candy more, aside from its rapid turnover and low investment necessities, is that it brings in *cash*.

When the Prospect Says He Is Perfectly Satisfied

by A. M. Painter

Southwest Cracker Company

Here is another case which proves that agreements sell more goods and get better results than arguments. This letter won fourth prize in the Dartnell Weekly Sales Idea Contest.—EDITOR.

IN taking on a new town, I found one merchant in this town that would not give me any time, look at my samples or even talk to me. He had two of my competitors' lines and was dividing his business with them. All he would say was he had two lines and he was satisfied with them, their goods were good, prices same as mine, and they had always treated him fine so why change or split his business up any more.

I saw this man was a very shrewd and successful business man so I agreed with him that both the lines he had were very good and both good houses and my prices were no better than theirs. Also as he had no cause for quitting them I could see where he was right and if one of them was my line I would not want him to quit me without a cause.

I left him feeling very good. Next trip I called on him again, bragged on the nice assortment of cakes he kept and his display of them,

and left him without saying a word about my line.

Every two weeks when making this town I never missed going in, setting my grip down inside the door, walking back and saying, "Hello, how are you?" and walking out, never offering to sell him.

I kept this up for five or six months, finally one day after saying "hello" and starting out, he called me to come back and bring my grip back and said to me, "Say, you have been coming in here saying hello to me for a long time and never offered to sell me, and darned if I don't give you a nice order." He did and has very seldom missed giving me an order every trip since, and I have entirely eliminated one of my competitors and am now getting the long end of his business.

I don't think any other plan would have sold this man, because he hated arguments, but he was too human to resist my good-natured persistence.

Optimism from Toledo

From the Toledo Blade, February 14, 1923

TOLEDO candy manufacturers are emerging from what they believe has been the most damaging period the trade has ever experienced. Those surviving report the outlook for 1923 business to be extremely bright.

Those who have weathered the storm of adversity, which also was preceded by the anti-sugar "wasting" propaganda of the war time, are looking forward to the best year in 1923 they have had in a decade, local manufacturers declare.

Two factors are working adversely to the business at this time. One is the luxury tax, or confections tax of 3 per cent; the other is the railway freight situation, which has hampered delivery of materials to the plants and delivery of the product to the buyers in a number of cases, according to the general report of the business here.

The trade has had the best January in years, says D. R. Smith, head of the Smith-Kirk Candy Co., one of the largest manufacturers here. The outlook for this company is particularly bright Mr. Smith declares.

The most vital interest before the candy industry is the removal of the luxury tax, Mr. Smith believes, and joins in support of the movement of the National Confectioners' Association to have that tax taken from candy.

F. M. Williams, Jr., of the Williams Candy Co., says he would not care to stay in the business if it did not show promise of a better year in 1923 than was experienced in 1922. He says an impression inimical to the candy trade has been created by the drop in the price of sugar since the war when it reached approximately 30 cents a pound. A proportional de-

crease in candy prices has been expected by the public he says.

Such a decline in the market would amount to ruin because the cost of rents, labor, fuel, transportation and living costs have not proportionately declined, he contends. This impression, along with the other obstacles the candy business have met, put a large number of the candy makers in the garage business, Mr. Williams states. His company is expecting a business "twice as good in 1923 as it was in 1922," he states.

The Harter Candy Co. is expecting a bigger trade this year, states William F. Malone, an official of the concern. His company employs approximately 100 men and women. It is one of the established concerns which has a large stable trade. All the candy business is seasonal, Mr. Malone states. The heads of the other large concerns here concur in this statement.

R. M. Messinger of Charles H. Messinger & Co., is in accord with the report for a bright 1923 outlook. His company for the first time in years has maintained the pre-holiday force of workmen, close to 100, through January and expect to keep it entirely employed throughout the spring and summer. The Messinger Company has been inconvenienced by freight carrying obstacles, he states.

Several thousand Toledoans are promised all-year employment in the candy trade this year for the first time in several years, these reports indicate.

Gordon Stewart, Vice-Pres. Park and Tilford

As forms for this issue were closing we were advised of the promotion of Gordon Stewart to second vice-president of Park & Tilford.

Mr. Stewart has made a record of accomplishment as general manager of the company that deserves special mention. His promotion is a recognition of and a tribute to modern management methods. Mr. Stewart is an executive of unusual ability and vision, the kind of "association timber" which is a credit and an asset to any industry. We are promised an article on some phase of factory management from Mr. Stewart for a later issue this year.

Street Railways Boost Candy Slogan

With the assistance and generosity of the Street Railways Advertising Company the Candy Slogan will be nationally advertised in the street cars throughout the United States without cost to the National Confectioners' Association. This same company has already performed a similar service by running a showing of the Candy Slogan in the street cars of Chicago and Boston. In their last letter to us the Street Railways Advertising Company stated they planned to place the cards in the cars the first part of March and that they would remain in the cars from one week to one month, depending upon conditions in the different cities. This is a great big boost for the Candy Slogan and the Street Railways Advertising Company is performing a generous and valuable service for the candy industry, which certainly demands our generous approval.

What's New

Gatesville Candy Co. is a new manufacturing concern of Gatesville, Tex. W. M. Boyle is the manager.

J. A. Alexander of Brownsville, Tex., has opened a factory and will sell to the wholesale trade only.

The three-story candy factory of Agress & Dubin, Brooklyn, N. Y., was destroyed by fire. The estimated loss is \$40,000.

The Walter M. Lowney Co. of Boston has been reorganized with an additional capital. Walter Raye is the newly elected president.

W. O. Rigby of the Rigby Candy Co. of Topeka, Kan., announces that he will start his candy factory in September. Mr. Rigby is now doing a jobbing business.

Dandy Candy Co. Stores, Inc., is the name of a new firm organized for the manufacture of candy. They are located in Cicero, Ill. The incorporators are J. Berlin, Harry Strulovitz, Julius Segal.

Barkdoll Candy Co. of Milwaukee, Wis., has purchased the building on the corner of Hanover and Virginia streets and is in full operation again. The company manufactures a full line of bar goods and also hard candy.

The Gurinian Candy Co. has moved its factory and offices in Chicago to St. Joseph, Mich. The new modern plant has a daily capacity of 200,000 pounds. Products of the new plant are chocolates, gums, creams, peanut specialties, fudges and pan work.

The Advance Candy Co., Inc., New York City, has purchased the business formerly owned by the Advance Candy Mfg. Corp. of Delaware. Following are the officers: Chas. S. Josephsohn, president and treasurer; Hattie Josephsohn, vice-president; Lillian Josephsohn, secretary.

Carpenter's, Inc., is the name of a new company which has been formed to manufacture confectionery and ice cream in White Plains, N. Y. It has a capitalization of \$100,000. Walton Carpenter is president and general manager; Frank B. Carpenter is vice-president; and Floyd M. Grant, secretary and treasurer. The company plans to serve a radius of 100 miles.

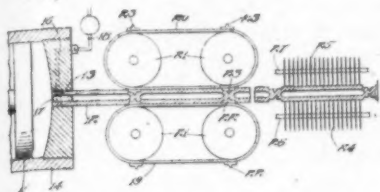
Western Confectioners' Association held their convention in January and elected the following officers for the ensuing year: President, J. J. Collins, Collins-Heneke Candy Co., San Francisco; first vice-president, George W. Leihy, Geo. W. Leihy Co., Los Angeles; second vice-president, A. J. Bale, Pacific Coast Biscuit Co., Portland, Ore.; general secretary, Nicholas Nelson.



WHAT'S NEW?

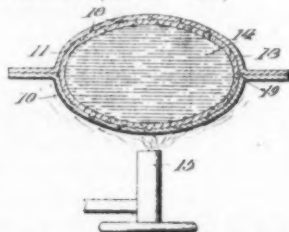
Patents

1,446,189. METHOD OF MAKING CANDY. *William B. Laskey*, Marblehead, Mass. Filed April 19, 1921. Serial No. 462,734. 8 Claims. (Cl. 107—54.)



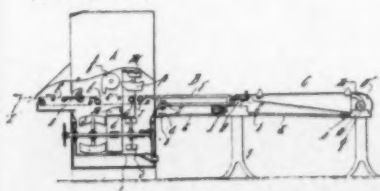
1. The process of making candy which consists in forming a tube and then cutting the tube while in distended condition transversely of its axis.

1,445,187. PROCESS OF PRODUCING A FROZEN CONFECTION. *Earney B. Vaughan*, Long Beach, Calif. Filed June 26, 1922. Serial No. 570,987. 3 Claims. (Cl. 99—11.)



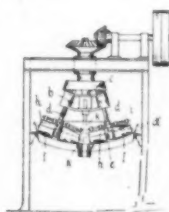
1. The process of producing a confection, which comprises producing a mass of hard frozen confection, completely enclosing said mass in a covering of unbaked material, submitting said thus covered mass to the action of metal in intimate contact therewith and heated to baking temperature whereby to bake the covering without deleterious effect upon the mass.

1,445,550. CONFECTION-COATING MACHINE. *George Simpson Perkins*, Springfield, Mass., assignor to National Equipment Company, Springfield, Mass., a corporation of Massachusetts. Filed Feb. 5, 1921. Serial No. 442,799. 10 Claims. (Cl. 91—3.)



1. In combination with a confectionery coating machine, a pervious conveying means to carry articles to be coated thereto and permit loose particles carried therewith to fall therethrough before reaching the machine, and means underlying said conveying means to impart a shaking movement thereto.

1,443,926. APPARATUS FOR GRINDING OR MIXING CACAO, CHOCOLATE, AND THE LIKE. *Carl Postraneky*, Dresden, Germany. Filed July 7, 1914. Serial No. 849,485. 1 Claim. (Cl. 83—45.)

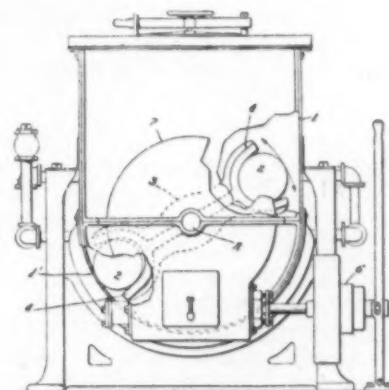


In an apparatus for grinding or mixing cacao, chocolate or the like, the combination with a stationary trough having a spherical bottom, of a rolling and stirring device arranged on said bottom and comprising a rotary power-driven shaft, an upper frame keyed on said shaft, inclined depending arms on said frame arranged perpendicular to said bottom, a planet-gearing in said frame with which each of said arms is connected, a transverse axle on the end of each arm, and a rotary body on each transverse axle consisting of two rolls, each roll being of symmetrical shape to the formation of said bottom and thus adapted to be with its whole rolling surface in permanent direct contact with the latter, substantially as and for the purpose set forth.

1,445,200. FORMULA FOR A CONFECTION. *Otto W. Bullard and Frank C. Bullard*, Sheridan, Wyo. Filed March 25, 1921. Serial No. 455,489. 1 Claim. (Cl. 99—16.)

A method of preparing a base for frozen confections which comprises cooking a liquid consisting essentially of cane sugar, glucose syrup and lime water, adding thereto a solution of egg albumen in water, and finally beating the mass to a creamy consistency, and refrigerating the creamy mass.

1,440,941. CHOCOLATE-BLENDING MACHINE. *Oscar M. Staut*, Brooklyn, N. Y. Filed May 12, 1922. Serial No. 560,373. 3 Claims. (Cl. 259—102.)



1. In a mixing and grinding or tritulating machine, the combination of a tank having a curvilinear bottom, a longitudinal shaft extending therethrough, mixer arms projecting from said shaft provided at their ends with bifurecations and grinding or tritulating rollers freely supported in said bifurecations and extending freely therethrough for their whole diameter and into wiping relation with the ends of the tank.

New Delicacy for Americans

Growing wild and in the greatest profusion, the cashew nut of Portuguese East Africa is likely to come into its own, if the efforts of several African exporters and American import houses materialize. Consul Cecil M. P. Cross, stationed at the African port of Lourenco Marques, informs the Department of Commerce that the present shipments of the cashew nut from his territory represent but a thousandth part of the available surplus. The nut is offered for sale in many countries at candy shops and soda fountains, and the supply has heretofore come from India.

Laboratory Control of Chocolate and Cocoa Products

and Its Relation to the Department of Sales

The fifth of a series of five articles on Cacao Products

by **Robert Schwarz and M. A. Posen**

of the Schwarz Laboratories

The Schwarz Laboratories have for many years specialized on the chemical problems of the chocolate industry and have made a special study of the practical manufacturing problems of chocolate and cocoa plants.—EDITOR.

Exclusively for The Candy Manufacturer

THE day of hit or miss in industry has gone long ago. Modern industry—efficient, productive, progressive—stands firmly on the bedrock of science. There is no longer room for argument as to the value of the scientist's service in the industrial field. It is now recognized that marked success in any branch of industry is gained largely by and through the co-operation of the technical man.

The pioneers who first realized this important fact and had the courage to act accordingly reaped benefits a thousand fold and are now the leaders in their respective fields, while those who failed to act on their convictions have either sunk into oblivion, or, in order to exist, have been forced by their more progressive competitors to follow their example.

When puzzled and worried manufacturers began to analyze the reasons for the increasingly rapid development of the business of certain competitors, they invariably found that the scientist, the man in the laboratory, was always more or less responsible. This being so, they began to turn things over in their minds and it then occurred to them that technical or laboratory control must *pay*. They decided to make a trial in their own business. They employed scientists, men who know *why* things happen. In time, the manufacturers found that the technician helped control raw materials, standardize and improve products and production methods, fight unfair competition, develop new products and new uses for old products, and utilize by-products. When the manufacturers realized that at every step the scientist was both saving money by decreasing production costs, and increasing profits (by developing profitable by-products), they were doubly convinced that science in industry pays. All this, of course, is in addition to the joyous feeling of confidence in the uniformly high quality of the products, permanently maintained, which laboratory control makes possible.

We do not wish to convey the impression from the above that the scientist is a superman

or a miracle-worker. He is neither. He is only human, and above all has the greatest respect for the practical man. He has the technical training and the scientific point of view so essential to modern industry and is anxious to co-operate with his colleague of the plant and factory in solving the many problems which arise in placing industry on the higher, more efficient plane which it deserves. The technical man can and does render beneficial and profitable service to many industries, including the manufacturer of cacao products. These are a few of the ways he is actually serving the producer of chocolate and cocoa:

1. Detection of Adulteration

This particular service is mentioned first because it is the most obvious to the layman and has long been delegated to the technical man as his special province.

To trace the history of adulteration from the earliest crude efforts to the ingenious fabrications of modern times would make a very interesting narrative. But, unfortunately, the limitations of space forbid. Suffice it to say that since time immemorial there have been unscrupulous persons who have preyed on the public and on their honest competitors through the adulteration of staple commodities.

Before the enactment of food and drug laws, these practices often included the addition to foods of substances actually dangerous to health. Since that time this type of adulteration has been almost entirely stamped out. The present varieties of the evil are more ingenious and usually consist in cheapening the product by the addition of substitutes, by the abstraction of valuable ingredients, by the use of inferior materials, and by giving the product an appearance of greater value than it really has. All of these forms of deception are in violation of law and all are inimical to the interests of the honest manufacturer.

We will discuss briefly some of the common forms of adulteration to which cacao products are subjected.

The Complete Serial on Cacao Products

Article 1, October, 1922—Introductory. Source, distribution and history of Cacao Products.

Article 2, November, 1922—Varieties, composition, commercial production of Cocoa and Chocolate.

Article 3, January, 1923—Standards of Cacao Products and forms of adulteration.

Article 4, February, 1923—Application, Uses and Handling of Chocolate and Cocoa.

Article 5, March, 1923—Laboratory control of Cacao Products.

Chocolate liquor is sometimes adulterated by the partial abstraction of cocoa butter, which is valuable, or by the incorporation of excessive quantities of cocoa shell, which is very cheap. A recent form of adulteration which we have observed in a number of liquors is the addition of a small proportion of sugar. This is especially true in the case of Dutch or alkalized liquors, as the bitter flavor helps to mask the sweet taste of the sugar. Although instances of the incorporation of foreign fats into chocolate liquor have been reported, this form of sophistication is extremely rare. The use of artificial color is occasionally encountered in liquors, but the development of the Dutch Process and the art of blending has practically eliminated this particular practice.

Plain sweet coatings are sometimes adulterated by the use of liquor containing excessive shell matter, by the substitution of cocoa butter substitutes such as cocoanut stearin, palm oil stearin or hydrogenated fats, for cocoa butter, and, less frequently, by the addition of artificial color to produce special colored coatings. All of these adulterations can readily be detected.

Milk chocolate coatings, in addition to the above forms of sophistication, are most frequently subject to the following form of manipulation: Either they are deficient in whole milk solids, that is, they contain less than the 12 per cent minimum requirement of the government standard, or partially or completely skimmed milk solids are used. Sometimes a product showing an abnormal relation between the milk fat and the non-fatty milk solids is encountered. This is due to the use of butter fat and skim milk solids in improper proportions, so that normal whole milk solids cannot result.

A fairly recent type of adulteration which we have encountered is so-called "milk coatings," which contained butter fat, but no non-fatty milk solids, the use of inferior butter fat of strong flavor giving the semblance of "milk" flavor to the piece. Such a product is neither a milk chocolate coating nor a straight sweet coating, and cannot legally be sold as either. The use of decomposed or infected milk in coatings is occasionally encountered.

It has frequently been assumed that in so complex a mixture as milk chocolate the substitution of cocoanut or palm oil stearin, or other foreign fats, for cocoa butter or butter fat cannot be definitely proven—especially if only a

small amount of "substitute" butter is used. This idea—as some manufacturers have learned to their sorrow—is wrong, because methods of analysis have become so searching that when the percentage of "substitute" becomes high enough to actually effect a saving the analysis is quite readily able to detect and prove the adulteration.

The manufacturer of solid chocolate and coatings is least likely to use foreign fats or otherwise adulterate his products. His goods almost always pass in interstate commerce and thus become subject to supervision by the Bureau of Chemistry of the U. S. Department of Agriculture. Prosecutions by the legal department of this government agency generally lead to so much unpleasant and costly publicity that chocolate manufacturers almost invariably make every possible effort to have their goods meet all government specifications. Deliberate adulteration with shell, furthermore, never pays the coating house. Even the presence of small percentages of shell necessitates the use of considerable extra cocoa butter to make the coating run as freely as it must for dipping or enrobing at proper temperatures. A little experimenting and some accurate cash figuring has positively convinced many manufacturers that shell in coatings costs them much money.

The various state health departments generally have not at their command the means and organizations to enforce food laws and regulations as strictly as the U. S. Department of Agriculture does. Therefore the use of foreign fats, cocoa dust, skim milk, etc., is far more apt to be found on candies which do not pass in interstate commerce. Thus if a confectioner finds himself facing a severe price cutting on chocolates which do not pass any state boundary, he may be able to find the explanation of the low selling price of his competitor by having an examination made of the coating. This has frequently been done and has often led to some interesting and rather astonishing disclosures.

In the case of cocoa powder, the most common form of adulteration is the incorporation of an excessive proportion of shell matter. Sometimes, in order to produce special shades, cocoa is artificially colored by the use of coal tar color, charcoal or of small proportions of metallic salts. In some instances, in order to make difficult the microscopic detection of excessive shell matter, the cocoa is subjected to an extremely harsh alkali treatment, which

alters the appearance of the shell tissues under the microscope.

Cocoa powder infected with mould, or excessively moist, or made from mouldy or deteriorated beans is occasionally encountered. A form of adulteration once prevalent but now rarely met with is the addition of foreign starch to the cocoa. In the case of "breakfast cocoa" the product may contain less than the recently established minimum of 22 per cent fat required by the government standard.

Milk cocoa is subject to the same forms of adulteration as have been mentioned with reference to milk chocolate and cocoa.

Cocoa butter may be only technically adulterated, that is, it may be a pure butter which fails to comply with one or two of the U. S. Pharmacopœia requirements. It may also be actually subjected to admixture with cocoanut stearin, palm kernel nut stearin, hydrogenated fat or other cocoa butter substitute. Or the product may consist in whole or in part of shell butter or recovered butter. It may possess an abnormal color, odor or taste which would limit its field of usefulness. Although cocoa butter is less liable to rancidity than most fats, samples are occasionally encountered which, through prolonged storage under unfavorable conditions, have developed evidences of rancidity, or which show too high a content of free fatty acids to permit of their use for food or drug purposes.

The above are a few of the more common forms of adulteration of cacao products. Their detection is the province of the chemist and the industry is accustomed to turn to the laboratory for that purpose.

But there are many other important services which the laboratory man renders. Among them are:

2. Checking Up and Drawing Up Specifications for Raw Materials

The relation of raw materials to finished product is evident. Unless the nibs or the liquor, the sugar, milk, the cocoa butter and the other ingredients which enter the finished product are free from adulterants and of satisfactory quality, the skillful and expert handling in the plant will fail to produce a quality article.

For example, unless the fat content of a chocolate liquor is known, the plant man cannot accurately figure the amount of cocoa butter which will be required in order to produce a specified coating. The figuring of production cost when submitting a competitive bid thus would involve a considerable financial gamble. Again, if a partly skimmed milk powder is bought in good faith as whole milk and is then used in the manufacture of a milk coating, the coating will be adulterated within the meaning of the Food and Drugs Act. Prosecution by the federal or state food authorities can readily result. A chemical analysis of the milk would at once show its true nature.

The technical man examines the raw materials, reports as to their quality, as to their fitness or unfitness for the purpose intended, and, with the co-operation of the factory man, draws up specifications for all raw materials, so that their quality can be assured.

3. Standardizing the Product, Checking Up Production Methods and Assuring the Compliance of the Product with the Standards

With the checking up of the raw materials the first step in standardizing the product has been taken. To further assure uniformity, the technical man investigates production methods. A manufacturer, in producing a coating, for example, uses a formula calling for chocolate liquor, sugar, cocoa butter and flavor in such proportions as to give certain percentages of fat, sugar and cocoa matter in the finished product. It is essential that these percentages be adhered to rather closely if the piece is to have the qualities which the trade demands. The plant superintendent draws a sample, it is analyzed, and the report submitted to the plant. The exact composition of the piece is at once evident. It can at once be determined whether the formula has been followed exactly and whether the piece will thus be certain to meet the customer's requirements. In this way, a close check is maintained on production methods and the knowledge on the part of plant labor that such a check exists has a most salutary effect on the care and accuracy with which it follows directions to the latter.

In the case of manufacturers who make their own chocolate liquors, a very simple and inexpensive test made by the laboratory will quickly show whether a given lot of nibs will produce a liquor free from excessive shell matter. A composite sample of the nibs is taken from the crackers and fanners, and the percentage of shell matter and germs present in the nibs is determined. If the proportion present is too high for producing a pure liquor, the laboratory man notifies the plant and the crackers and fanners are adjusted so that the nibs come through with less shell, thus assuring the production of a chocolate liquor free from excessive shell matter.

4. Meeting Competition and Increasing Sales

In this field the laboratory man is of great help to the industry. Many a successful salesman will tell you that one of his best selling aids, one which saves him much time and talk, and frequently helps him land the order, is a certificate of analysis from a reputable cocoa and chocolate chemist showing the composition of his product. An analysis showing that the goods offered are free from adulterants and comply in all respects with the government standard and customer's requirements as to fat, sugar, milk, solids, etc., will convert many a prospect into a profitable customer.

The technical man can help the sales force

meet competition. For example, a salesman encounters a customer who is buying rather large orders of a certain coating, or other product, from a competitor, but is not quite satisfied with the price. The salesman secures a sample of the product, has it analyzed, and obtains a report showing the composition of the piece and a formula for duplicating it. Having the formula, the plant man and salesman can intelligently figure costs, meet the competitor's figure and get the order. Without an analysis the salesman cannot in many instances meet competitor's quotations.

The laboratory man helps the sales force fight unfair competition. Every manufacturer is annoyed from time to time by reports from salesmen that competitors are offering products of guaranteed composition at remarkably low figures—figures which the manufacturer knows he cannot meet. The sales manager secures a sample of the suspicious product and has it analyzed. The analysis will usually show that the product is not as represented, and probably is adulterated. The salesman shows the certificate of analysis to his trade, the unscrupulous competitor is shown up in his true light, and the honest manufacturer regains the business which was taken from him by unfair means.

Among examples of this last type of service in our experience is the case of a chocolate liquor offered at a very low figure and which was found, on analysis, to contain about 10 per cent sugar as filler, and of an Eskimo Pie coating which contained cocoa butter substitute. In each instance, the certificate of analysis enabled the salesman to eliminate the unfair competitor and large orders resulted.

Another sales aid which the scientist renders is the preparation of technical sales literature. A discussion of the merits of the manufacturer's products from the standpoint of its chemical composition and its nutritive value as judged by the newer knowledge of nutrition appeals to a large part of the public and of the trade which is not otherwise reached.

5. Justifying Complaints from Customers

One of the most annoying things which the manufacturer has to contend with is complaints from his trade as to the quality of his goods. The complaint may be justified or unjustified, but in either event the manufacturer must trace it down and adjust it so that his customer is satisfied, so that his business does not suffer, and, above all, so that it does not occur again. In such contingencies the laboratory frequently renders very valuable service in determining whether or not the complaint is justified, and, if so, what is the cause thereof. When something wrong is found, the chemist investigates every angle until he finds what causes the trouble. He suggests means to eliminate that cause, steps to prevent its recurrence, and so satisfies the customer and saves the manufacturer worry, time, and money.

A case in point, in our experience, is that of a chocolate manufacturer producing high grade chocolate-coated fruits. He was having complaints and returns of chocolate-coated cherries, which fermented in the finished piece, the centers "blowing" and oozing out through the coating. Chocolate-coated pineapple, apparently produced in an identical manner, gave no trouble.

The laboratory was consulted, a careful survey of the plant and of every stage in the manufacture of the candy were made and samples taken for analysis. The analytical data were very illuminating, showing that the difficulty was introduced at one step in the process. The incorrect procedure was eliminated, with a saving of time and labor, and the permanent production of a stable product. Many specific instances of this kind could be detailed if space permitted.

6. Improvements of the Product

No progressive manufacturer, no matter how successful he may be, is satisfied to stand still. Advances in the art and the development of new processes and new types of equipment are being developed continually. Many of these can help the manufacturer to improve his product, to increase production, or to cut down costs. The technical man can and does collaborate with his colleague in the plant to adapt the discoveries of science to successful service in the factory.

7. Development of New Products and By-products

This extremely important field, most frequently the domain of the scientist, is often the means of turning a losing venture into a highly profitable business. The development of new types of confections or of old types in novel forms, the production of pieces of original and characteristic flavor, the utilization of newly available materials—all these give promise of development into profitable business. Careful attention to demands of the public taste, to the psychological effects of color, flavor and odor, and much experimental work in the laboratory are required to get results. But this is the only sure way of getting them.

The profitable utilization of by-products is a wonderful field in which to utilize the service of the chemist or laboratory man. The classic example of the commercial development of a by-product is, of course, coal tar. Not many years ago this material was actually thrown away. Now, after years of laboratory research, coal tar furnishes the world with the many wonderful "coal-tar" dyes, numerous valuable medicinal preparations, solvents, explosives, reagents and chemicals. The by-product is now much more valuable than the so-called main product, and the industry has profited accordingly.

There is room for such research in the cocoa

(Continued on page 59)



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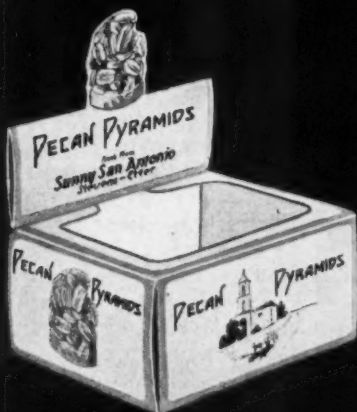
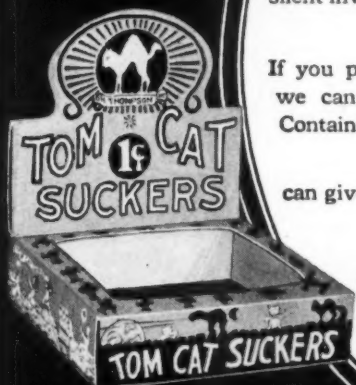
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and chocolate industry. Think of what it would mean to find a profitable use for the thousands of tons of "cocoa dust" which is now practically worthless! Or imagine what it would mean to the industry if a successful commercial method for the recovery and refining of cocoa butter from dust and other cocoa refuse were perfected! These are tasks for the joint work of the manufacturer and scientist.

8. Representation Before Federal, State or Municipal Food Law Inspection Officials

When a manufacturer or dealer is cited to appear before a commission to answer charges of adulteration or misbranding, the technical man can be of great service in a number of ways. He can analyze official samples of the seized goods in order to determine if there has been any mistake or error in the official chemist's analysis or in the sampling of the goods. This sometimes happens, and the technical man's certificate of analysis will cause a re-examination of the goods, an official discovery and acknowledgment of the error, release of the goods and vindication of the manufacturer.

Since the officials holding hearings are usually technical men, they are apt to judge the case from the scientist's point of view. For this reason, the assistance of a technical man will enable the manufacturer to have his position stated in terms which are most likely to appeal to the officials conducting the hearing.

In this way the manufacturer's plea is more likely to receive favorable consideration.

On numerous occasions it has been our experience that food law enforcement officials are inclined to be reasonable and to give careful consideration to the arguments submitted by technical men on behalf of clients appearing before them, particularly so and especially when the arguments or briefs were supported by technical and analytical data.

In the case of the adoption of new standards and the revision of existing standards, the scientist can and does render valuable service to the industry. Technical data, based on research and the analysis of commercial samples, showing how proposed or tentative standards would affect the products of good commercial practice, are especially valuable and are particularly welcomed by the standards-promulgating bodies, who give them serious consideration. In this way the interests of the industry are protected.

In a similar manner, an existing standard which works unnecessary hardships on the honest, progressive manufacturer, can most quickly be amended or revised by the aid of data from the technical man.

Surely, the chemist specializing in the technology of cocoa and chocolate is ready and willing to serve manufacturers in all of the above ways. The time to begin making use of his services is NOW.

IN NEXT ISSUE

"Standardizing and Checking Overage in Chocolate Coated Goods"—Superintendents' Round Table

By WILLIAM S. CLOUD

"Confectioner's Thermometers—Why, When and How to Use Them"

By DR. STROUD JORDAN

II—"Use of Laboratory in Selection and Care of Raw Materials"

The fourth of a series of articles on Purchasing Candy Factory Supplies

By A. ADAMS LUND



II—Building New Types of Confections



by Frederic W. Murphy

Dr. Murphy is one of the foremost Sugar Chemists in America. For fourteen years he was with the American Sugar Refining Company as Chief Chemist and assistant to the Chief Refiner in Boston.

Dr. Murphy is well known by our readers through his series of twelve articles, which started with our issue of June, 1921, on "The Physical Properties of Sugar—How to Handle Them to Get the Desired Results in Confectionery."—EDITOR.

I AM in Boston—one of the most dynamic confectionery producing centers of the world. Brains they have in abundance, originality noted in many spots, conservatism, beautiful in its courtesousness and new types of confections, yes.

I am not going to break faith with my friends and tell specifically what I saw, but I am going to try, impartially, to give some of the impressions which I received on my visit to the Boston factories. What I saw this week applies to New York as well as to Chicago, Atlanta and other manufacturing centers of the industry. Perhaps I know Boston a little better than some other cities, and so I am going to try and not be too partial or too harsh in my comments.

It would be of no value to the candy industry if *The Candy Manufacturer* should publish specific information with formulas for producing a new type of confection. The best one can do is to try and give vague suggestions and to put over the point in fact by making the reader's mind active to the point where he will concentrate and produce his own new types. There are two ways this can be accomplished—by more or less fanciful suggestions and, secondly, specific information as to pitfalls.

It's the Way They Do It in Boston

There probably, on the whole, is no confectionery center where there is more unity among competitors than here in Boston. There may be petty jealousies, as in other centers, but the individuals who possess them are as a rule diplomatic, not vindictive, and are open to reason. They cannot be accused of unbusiness-like tactics, as the New England environment will obliterate that trait. They meet, but do not disclose their intimate ambitions, but loosen

up enough to make their meetings of value, due to the fact that they get new ideas from ordinary conversation as to general manufacturing practice and methods and sound business sense.

In one very large factory in Boston I gained an insight as to a contributing factor to their recognized commercial success. This company brings out a new piece every so often, but they look over their sales and try to weed out one or two that have served their purpose and are not commercially money-makers.

Perfecting and Redressing Old Pieces

They have for three months tested a certain piece as to keeping qualities under various climatic changes—testing the keeping quality of the flavor, noting if a rancidity developed or volatilization of flavor and retention of original perfume. They are the recognized leaders of this piece and can meet the most drastic price-cutting, yet they are developing it still further—cutting costs, giving better value. This is one form of a new type of confection: dressing up the old to be more attractive. They want the public to say, "They are better than ever," and give it a new impetus. This same piece will later be given new shapes, new unique flavors for the approval or disapproval of the public.

In the beverage industry they are continually bringing out new flavors, and each season sees a tremendous run on a certain flavor drink. One year it is orange, and the next cherry or grape or almond and so on, and the trend of the public taste can be somewhat gauged by what flavor of ice cream or beverage they consume the most of.

In factories making hard candy in Boston, I noticed that nearly everyone was making lolly-pop dumbbells. This is following the line of least resistance. In every other city the con-

fectioners are all making this same piece, and have been for quite some time. It is time to get some new form of lolly-pop.

Managers and purchasing agents here in Boston are active mentally and are searching for new ideas. They are all eager to hear what each individual has to say who calls upon them in the hope that out of the great number that call on them they will find some from whom they can learn something to their advantage. I did note three factories where excessive overhead was most apparent, and the whole appearance of their plant and the line they were putting out showed evidence that they were giving more attention to this big overhead than they were able to give to production.

On the other hand, I saw more well-organized, clean-cut, businesslike factories than otherwise. In one the organization worked as a unit from the office boy up, there was a sense of steady business progression, no nervous running around of employees, no irritated executives, and their line showed unique pieces, fine packing, artistic finish, and the whole plant spelled Success.

I saw new pieces, nothing startling, but old dolls with new clothes; they could stand for new pieces. One very fine house has been trying to make a certain piece, but have been unsuccessful because of the fluidity after production. The reason of this fluidity is that the manufacturer uses a certain flavor which contains some natural true fruit in it, and also contains the natural fruit acid which inverts the cane sugar to invert sugar and makes the piece runny.

Re Chocolate Goods

The American public are a great chocolate eating people, but the expression has been voiced to me many times of late that the confectioners put on such a heavy coating that all flavor and individuality of the center is lost because almost the entire flavor is that of chocolate. In the case of pieces where the center contains nuts or fruits, these centers will outlast the flavor of the chocolate, but almost always the predominating flavor is chocolate.

It has been asked if it would be possible to flavor coatings to a slight degree, not enough to overbalance the flavor of chocolate, but

enough to make each chocolate piece individual. I believe it can, and in fact one concern has been making experiments along this line with gratifying results thus far. It gives a more or less individuality to each piece and obliterates from the person's mind the intense flavor of chocolate. If chocolate alone is what one wants, then one of the many excellent cakes of pure chocolate which are on the market would satisfy the desire.

Chocolate coating is not only useful as an edible product with pleasing flavor, but it acts as a seal to the inner contents against humidity, oxidation by air and spoilage. This latter property of a preservative should be developed. Everyone has seen small sugar spinners at the beaches and elsewhere. The operator starts the machine and spins out sugar which resembles wool. This spun sugar flavored, colored and coated with chocolate would keep. This is only a fanciful suggestion and could be elaborated on.

Before prohibition we had many French cordials, all of different flavors, mixtures of perfumes, yet each one individual and distinctive. These flavors used judiciously with color and the piece carefully considered as to texture and shape offer possibilities. Don't put them out as cordial types, because that is old. There are far greater possibilities.

It has been most noticeable to me that in many instances manufacturers have on their tables boxes of confections from all over the United States, the products of concerns who are their competitors and are known to be successful. They all buy each other's goods, hoping to find one new piece, the child of their competitor's brain and one that they can copy. The line of least resistance is to copy the other fellow's line. But in Boston I saw four successful concerns who, instead of examining their competitor's goods, had trays of new pieces of their own. One successful producer criticized his new pieces to me; he thought this one was good, this other one very bad, and so on, and asked me to give him my idea of the various pieces. This is real constructive work. We shall see new types of confections emanating from that city of culture, because I saw them in embryo.



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Imported Nut Situation

Conditions involving foreign exchange and speculation in shelled nuts (particularly walnuts) both at source and in this market, and subsequent conditions which have caused unloading of stocks by the speculative interests, have so weakened the market in shelled nuts (with particular regard to walnuts) that the buyer, no doubt, wonders with a continually falling market what the final low price will be. The walnut market has been unstable for the last two years. The same can be said about the entire shelled nut market, but maybe in a lesser degree. Economic conditions, of course, are at the bottom of it all. Conditions in every line are naturally far from normal and the shelled nut industry seems to reflect these conditions very acutely.

The shipper of walnuts abroad buys his goods of the various farmers who pick the walnuts and hold them, waiting for the best prices. French people are very thrifty, particularly the farmers, and being in no particular hurry for money, they have "sat on" their stocks and held out for a certain price. The shipper has tried to work to the best advantage, but finds that there is little or nothing at present in the operation of handling walnuts. On the other hand, the United States has been a very crafty buyer, and, inasmuch as great competition exists among the foreign shippers for the American trade, there is the resultant close bidding for the business.

On this side of the water many speculators this fall came into the walnut field, and brokers aplenty have sprung up like mushrooms, broadcasting the entire country with their quotations, and as a result cutting and slashing of prices has been the order of the day. Importing speculators, bringing in walnuts and knowing very little of the business, have been stung by unscrupulous shippers who have exported some very poor stuff. A late fall and holiday business was expected to bring good prices and make adequate return to the importing speculators for their venture, but big Christmas business did not materialize and as a result there were many weak holdings of walnuts which had to be unloaded. These goods have been dumped over the country at all kinds of prices. The goods themselves were of inferior quality owing to the fact that this year's crop of walnuts had to be very carefully selected to eliminate the large quantity of shrivels and dark nuts which were produced this season through bad weather conditions.

However, we believe that the market has reached the low point. The whole operation in itself is not fair because of the fact that when sub-standard walnuts are sold at a cut-price, representing a loss, it frequently makes the market, and the legitimate importer, who has paid high prices for his goods and looks for a fair, adequate return, finds that he has to compete against a cut-price which has been established by the dumping of inferior goods and is therefore forced to sell high quality merchandise at an absolute loss.

This is the condition that all the legitimate importers have to confront today. They work on a close margin at all times, but at present even that small margin is practically wiped out. We therefore look for a gradual liquidation of weak holdings, the absorption of the inferior stocks through the baiting of cheap prices and a return to something approaching normal conditions with regard to importing and distributing.—H. A. Wood.

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Preface

MILK is bulky. It is seven-eighths water and but one-eighth solids and the solids are all manufacturers need to make the richest, creamiest confectionery.

For years candy-makers felt the need of milk in some form easier to handle and not so quick to spoil. This they now have in Merrell-Soule Powdered Milk, which is simply pure, sweet milk with the water removed.

This book is issued to show candy-makers the manifest advantages the manufacturers of confectionery enjoy through the use of Merrell-Soule Powdered Milk.

[22]

for the Confectioner

A Product for Every Requirement

MANUFACTURERS of candy and milk chocolate can secure Merrell-Soule Powdered Milk with just the degree of butterfat they require. It is space-saving, time-saving and labor-saving to handle. It puts candy manufacturers above the annoyance of delivery troubles and sudden shortages and saves them all losses from milk and cream souring in the cans.

Butterfat, cream and skimmed milk are ready in compact form to mix as needed into the various grades of candy and milk chocolate.

Butterfat Powders

Merrell-Soule Butterfat Powders are made from milk and cream containing varying amounts of natural butterfat. For instance, Powdered Half-Skimmed Milk has a base of Half-Skimmed Milk which is Milk has a base of Half-Skimmed Milk which is approximately 1.6% to 1.8% butterfat. It should keep sweet and in perfect condition from three to six months without refrigeration if kept covered in a cool dry place. It will keep indefinitely in dry cold storage. Powdered Whole Milk is made from fresh pasteurized milk containing 3.5% butterfat and is guaranteed to contain 26% butterfat; it actually averages 28%.

Cream Powders

In a group under the general designation of "Cream"

[23]

Do you know what liquid milk is costing you—in waste, refrigeration and extra handling costs?

Do you know that over a half-century has been spent in perfecting a process whereby your loss could be eliminated?

Do you know that it is now possible for you to order milk—from the plain skimmed, to a cream of 72% guaranteed butterfat content—order it just as you do sugar?

These facts, plus data on Federal standards, quality and "price" recipes, tests for the candy manufacturer, have been compiled by candy experts into a 34-page booklet which will be given to candy manufacturers. Write us today for your copy.

We maintain a Technical Confectioners' Service Department to assist in all practical matters. Drop us a line if we can help you.

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For Certainty of Results

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Citrus
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
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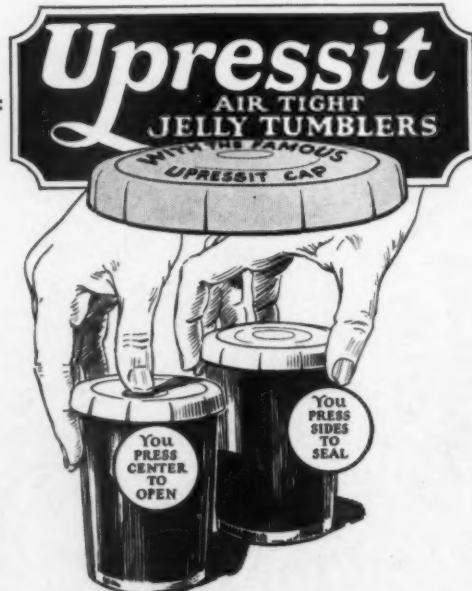
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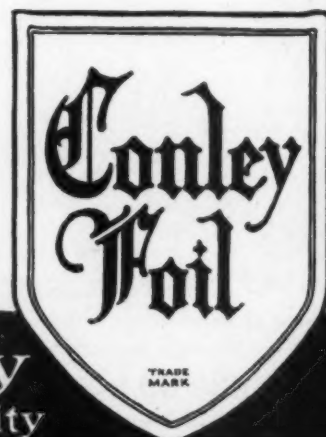
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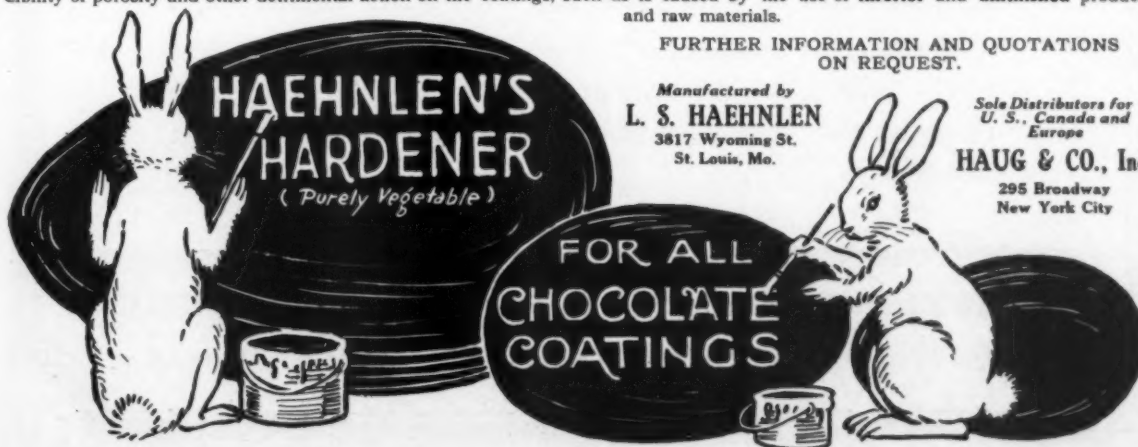
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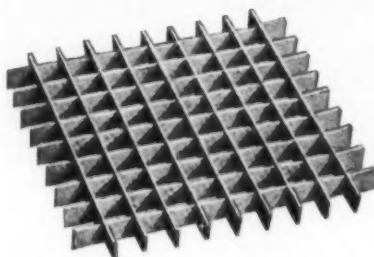
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Help Wanted, Situations Wanted, Salesmen Wanted, Machinery and Equipment Wanted and For Sale, Etc., Etc.

Remember—this is the manufacturers' own magazine devoted to the interests of the executive, the purchasing and production departments of a candy and chocolate factory. Therefore this is the most logical medium through which to make known your wants regarding the sale or purchase of machinery and equipment, help wanted, or positions wanted, etc. Closing date for this department, first of month.

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Cooker complete with motors and blower, latest model; one Brach Cutter complete with conveyor, almost new; 25, 30 and 50 gallon Steam Kettles with mixers; one Savage (After Dinner) Mint Machine complete with conveyor; six Model "K" Kiss Machines, latest models, perfect condition; five Steel Water Coolers. Address O286, c/o The Candy Manufacturer.

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Milk Chocolate and Almond Bar machinery, motors included. Most of the equipment made by National Equipment Co., Springfield, Mass. Apply to O292, c/o The Candy Manufacturer.

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Cooler and Beater, at \$750.00 f. o. b. La Crosse; One Westerman Wire Machine, at \$350.00; Four Thomas L. Green Marshmallow Beaters, one 60-lb. cap. \$125.00, one 60-gal. cap. \$150.00, one 80-lb. cap. \$100.00, one 60-lb. cap. \$75.00; one Generator Set, consisting of an Allis Engine and 75 K. W. Westinghouse Generator, 720 R. P. M., equipped with Locke Automatic Engine Stop, the Generator delivers 220 volt, 3 phase, 60 cycle A. C. and is of approximately 100 H. P. W. R. Montague Company, La Crosse, Wis.

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WANTED—IDEAL CARAMEL WRAP-

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HELP WANTED—Cont.

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SITUATION WANTED BY SUPERIN-

tendent familiar with all lines in candy business; 35 years' experience; can handle help to get best results; can give references. Address O291, c/o The Candy Manufacturer.

ASS'T SUPT. OF A NOVELTY PLANT

desires an opening in the general candy line, where short training will lead to process superintendent. Offer seasoned chemical engineering experience. Prefer opening that will eventually lead to business side. Address O289, c/o The Candy Manufacturer.

FOR SALE—MISCELLANEOUS

FOR SALE—THE BEST LOCATED

confectionery and ice cream store in a prosperous river town of 25,000 people; largest retail trade in town within 100 miles of St. Louis. Address O290, c/o The Candy Manufacturer.

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This magazine is a manifestation of the need and desire on the part of the wholesale manufacturing confectioners for a semi-technical publication devoted to their immediate interests exclusively and its service to the individuals and firms interested directly and indirectly in the manufacture of candy is limited only by the co-operation it receives from both subscribers and advertisers.

Inasmuch as this magazine is the connecting link between the confectionery supply manufacturer and the manufacturing confectioner and because the consistent, every-issue advertising of the supply manufacturers in this magazine represents a necessary unit in its success, our subscribers have a right to know the names of our advertisers who are signed up on a six to twelve-time contract basis and who are "sold" on the advisability of presenting their sales and institutional message consistently in every issue. Therefore, their names are listed below in **bold face type like this**. Those who have come in on a short schedule are listed below in light face type like this.

To the best of our knowledge the products advertised in THE CANDY MANUFACTURER have sufficient merit to warrant the serious consideration of our readers; we will appreciate any information to the contrary. We stand willing and ready to assist our subscribers in any possible and reasonable way in connecting with reliable sources of supply or in obtaining redress in any unfair or unsatisfactory transaction with our advertisers, though we assume no obligation in accepting the advertising.

Therefore, when all other things are equal, give preference to the advertisers in THE CANDY MANUFACTURER. If you do not find just the item of equipment or supplies you are looking for, remember you have free access to our Buyers' Directory files.

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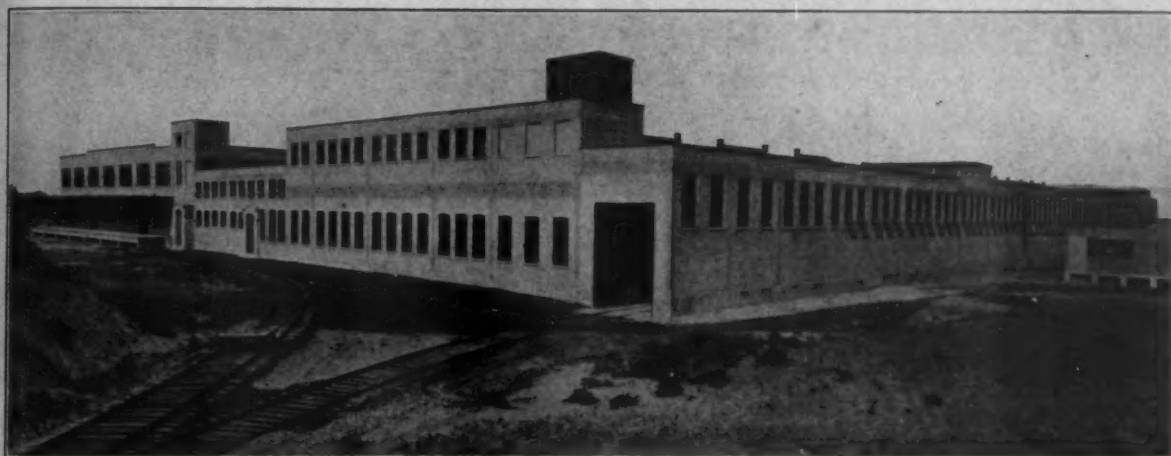
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